Austin City Council
2012 Retreat Workbook

Contents

Using the Comprehensive Plan
for policy guidance and planning

Summary
Background
Notes

TOPIC: Using the Comprehensive Plan for policy guidance and planning.
COUNCIL SPONSOR: Laura Morrison
ALLOTED TIME: 3 hours

ISSUES/QUESTIONS FOR DISCUSSION

☐ How should the Council utilize the Comprehensive Plan to achieve stated policy goals
and what will the implementation Plan look like?

☐ What actions should the Council take to make sure that the Comprehensive Plan is used
as mandated by the City Charter (e.g. budget action, resolutions, ordinances)?

☐ Review of the recommended priority programs.

☐ How will the Comprehensive Plan integrate with other departmental planning documents
including the City's Budget, Capital Improvement Plan, and the upcoming November
bond election?

☐ Discuss the City's multi-modal transportation goals and objectives vis-à-vis
the Comprehensive Plan.

☐ Have a global conversation about encouraging development that promotes community benefits
such as affordable housing and family-friendly design and how to achieve those priorities.

☐ How should Council continue its discussion of aligning policies and actions with
the Comprehensive Plan and on what timeline?

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INTRODUCTION

The Texas local government Code grants municipalities broad powers to adopt and implement comprehensive plans. The Austin City Charter requires that comprehensive planning be a "Continuous and ongoing governmental function", that the plan broadly address city functions and services, and that the plan be implemented by only permitting development in conformance with the comprehensive plan.

A draft of the Imagine Austin Comprehensive Plan is presently undergoing extensive review by the Task Force and Planning Commission. The schedule for completion of the plan as recommended by the Planning Commission and Task Force calls for an adoption draft to be submitted to City Council for its consideration by April.

The City of Austin has established a broad community priority of sustainability that includes environmental, social equity and economic components. As defined in the Imagine Austin Comprehensive Plan, sustainability means considering not only the needs of today, but also whether these needs are being met in ways that conserve resources for future generations. There are a number of specific community benefits that have been identified to help achieve the community priority of sustainability.

Over approximately the last seven years, the City has initiated numerous task forces, studies, planning initiatives, ordinance amendments, etc. that seek to establish a link between development and community benefits. A range of community benefits have been discussed with generally the highest priority placed on affordable housing due, in part, to the state law prohibition of inclusionary zoning.

TEXAS LOCAL GOVERNMENT CODE PROVISIONS RELATED TO IMPLEMENTATION OF COMPREHENSIVE PLANS

The Texas Local Government Code grants municipalities broad powers to engage in comprehensive planning. These powers are generally granted in a permissive rather than a prescriptive manner.

> *"The powers granted under this chapter are for the purpose of promoting sound development of municipalities and promoting public health, safety, and welfare...." (Texas Local Government Code 213.001)*

> *"The governing body of a municipality may adopt a comprehensive plan for the long-range development of the municipality. The municipality may define the content and design of a comprehensive plan." (Texas Local Government Code 213.002)*

> *"A municipality may define in its charter or by ordinance, the relationship between a comprehensive plan and development regulations and may provide standards for determining the consistency required between a plan and development regulations." (Texas Local Government Code 213.003 (b))*

There is one exception to this rule. Section 213.005 of the Local Government Code prescribes that:

> *"A map of a comprehensive plan illustrating future land use shall contain the following clearly visible statement: "A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries." (Texas Local Government Code Chapter 213. 005)*

CITY CHARTER PROVISIONS RELATED TO IMPLEMENTATION OF THE COMPREHENSIVE PLAN

Unlike the Texas Local Government Code, Chapter X of the Austin City Charter specifies the purpose, content, status, use, and continuing maintenance of comprehensive planning for the City of Austin and its Extraterritorial Jurisdiction:

> *"It is the purpose and intent of this article that the city council establishes comprehensive planning as a continuous and ongoing governmental function in order to promote and strengthen the existing role, processes and powers of the City of Austin to prepare, adopt and implement a comprehensive plan to guide, regulate and manage the future development ...."*

> *"It is further the intent of this article that the adopted comprehensive plan shall have the legal status set forth herein, and that no public or private development shall be permitted, except in conformity with such an adopted comprehensive plan or element or portion thereof, prepared and adopted in conformity with the provisions of this article". (Austin City Charter Article X "Planning" #1. Purpose and Intent)*

> *"The council shall adopt by ordinance a comprehensive plan, which shall constitute the master and general plan. The comprehensive plan shall contain the council's policies for growth, development and beautification of the land within the corporate limits and extraterritorial jurisdiction of the city, or for geographic portions thereof including neighborhood, community or area wide plans. The comprehensive plan shall include the following elements: (1) a future land use element; (2) a traffic circulation and mass transit element; (3) a wastewater, solid waste, drainage and potable water element; (4) a conservation and environmental resources element; (5) a recreation and open space element; (6) a housing element; (7) a public services and facilities element, which shall include but not be limited to a capital improvement program; (8) a public building and related facilities element; (9) an economic element for commercial and industrial development and redevelopment; and (10) health and human service element." (Austin City Charter Article X "Planning" #5. The Comprehensive Plan)*

The city charter envisions comprehensive planning as containing council's policies for growth and development and for those policies to be implemented by only approving development when found in conformance with the comprehensive plan. It calls for not only the development of a comprehensive plan but requires the establishment of a comprehensive planning program. This program is clearly intended to be continuous and ongoing with annual reviews and periodic updates. It is also important to note that the Charter defines the comprehensive plan in broad terms that may include "neighborhood, community or area wide plans".

RECOMMENDED PRIORITY PROGRAMS

The draft Imagine Austin Comprehensive Plan contains a Vision Statement, Policies that are organized according to the elements of the plan, and actions that were identified by Austin Citizens that are needed to implement the plan. Chapter 5 of the draft plan describes the Priority Programs in the following manner:

> *"The priority programs organize Imagine Austin's key policies and actions into related groups to make it easier to implement the plan. These programs build on existing policies and initiatives, as well as the community input provided during the process to create Imagine Austin. Each program cuts across and implements Policies and Actions from multiple Building Blocks. The structure they provide will allow the City of Austin to more efficiently coordinate its operations, investments, and the provision of core services.*

> 1) *Invest in a compact and connected Austin.*
> 2) *Sustainably manage our water resources.*
> 3) *Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.*
> 4) *Protect environmentally sensitive areas and integrate nature into the city.*
> 5) *Grow and invest in Austin's creative economy.*
> 6) *Develop and maintain affordable housing throughout Austin.*
> 7) *Create a "Healthy Austin" program.*
> 8) *Revise Austin's development regulations and processes to promote a compact and connected city.*

> *The City of Austin is addressing many elements of the priority programs through current plans, initiatives, and partnerships. The Priority Programs will enable the City of Austin and its partners to pull together, break down silos, make connections, and leverage resources for more effective implementation. Implementation should begin by confirming the lead partner responsible for overall coordination of the program, defining the roles of other involved partners inside and outside of city government, and determining how to engage the community in the process moving forward."*

IMAGINE AUSTIN'S RELATIONSHIP TO SMALL AREA PLANS, DEPARTMENT PLANS, CIP AND THE 2012 BOND ELECTION

Chapter 5 of the draft Imagine Austin Comprehensive Plan describes the appropriate relationship between the comprehensive plan and small area plans in the following manner:

> *"The imagine Austin Comprehensive Plan provides the policy basis for future plans. It also establishes the context for a complete planning framework that coordinates plans of different purposes, scales, and levels to implement the comprehensive plan. These "implementation plans" will apply the Vision Statement, Policies, and Growth Concept Map to smaller areas or specific issues. These small area plans complement Imagine Austin and its Growth Concept Map by providing detailed land use, infrastructure, and service recommendations."*

The relationship for zoning decisions is defined as follows:

> *"Zoning decisions will be guided by all of the Imagine Austin elements – Vision Statement, Principles, Growth Concept Map, Actions, Priority Programs, and attached small area plans. When a small area plan exists, recommendations should be consistent with the text of the plan and its Future Land Use Map or equivalent map (if one exists). Where no small area plan exists, Imagine Austin should be used as a guide to zoning decisions."*

IMAGINE AUSTIN IMPLEMENTATION AND MONITORING STRATEGY

The Draft Plan recommends the following steps to Implement, Monitor, and maintain the Comprehensive plan as an ongoing comprehensive planning program as envisioned by the Austin City Charter.

1) Annual Report:
An annual report will be submitted to the Planning Commission and Mayor and City Council to assess the progress toward implementation of Imagine Austin and its more detailed attachments. This report evaluates progress and may suggest updates to the comprehensive plan to respond to changing circumstances.

The annual review process will involve outreach to community groups and will include extensive citizen involvement. As required to the City Charter, an assessment will be completed at least every five years, as to whether or not changing conditions require a major revision or update.

2) Conformance Review:
New small area plans and amendments to existing plans, zoning decisions, codes and ordinances amendments, and proposed capitol improvements projects will be guided by Imagine Austin's vision, policies, actions, and Growth Concept Map. Where an adopted small area plan exists, request for rezoning will be reviewed in the context of the adopted plan and decisions should be consistent with its Future Land Use Map, or equivalent map, if one exists.

3) Proactive Plan Implementation:
Imagine Austin will be implemented on an ongoing basis by the promotion of the priority programs and related actions and recommendations. While the Planning and Review Department staff may not be the lead for the majority of these programs or projects, it will foster implementation through the development of partnerships with other departments and outside organizations and through regional coordination. PDR staff will also continue working with the Capital Planning Office to identify projects to implement Imagine Austin and attached small areas plans.

4) Revise Austin's development regulations and processes to promote a compact and connected city:
Austin's City Charter requires that land development regulations be consistent with the comprehensive plan. Many Imagine Austin policies and actions envision development that is compact and connected. Creating this type of development will entail comprehensive revisions to the Land Development Code, associated technical and criteria manuals, and administrative procedures. The comprehensive planning process identified several initial areas of the code that need to be improved. Potential focus areas include, reducing review time, improving the clarity of the code, streamlining regulations, modifying mixed-use standards, revising density bonuses, and improving compatibility standards between different uses. Once a new or revised code is in place, its application will be monitored and evaluated on an ongoing basis to ensure that it produces compact and connected places.

Implementing these changes to the City's Land Development Code will be a lengthy process involving participation from the City Council, the Planning Commission, residents, neighborhood contact teams, business owners, landowners, neighborhood organization, and developers. An extensive public engagement process including education and workshops will be needed early in the process. This effort will be structured both from a technical perspective involving the design community as well as from the perspective of the groups previously mentioned. Given the scope of this project, additional staff may be required.

Once the revised code is completed, it will be critical to monitor and evaluate its application on an ongoing basis to ensure that the compact and connected places envisioned are being produced.

5) Undertake additional small area plans and update existing plans:
The capacity to complete additional small areas plans is limited with existing staff assuming all previously identified tasks are fully staffed. Suggested priorities for new small areas plans are the following:
- Complete plans presently in process.
- Honor past commitments to complete neighborhood plans for urban core neighborhoods.
- Revise or amend existing plans or new plans to support new Land Use Code.
- Develop new plans to guide areas experiencing/anticipating rapid change (Centers, corridors, or sketch plans for areas where development or redevelopment is occurring or anticipated).

PLANNING INITIATIVES SUPPORTING COMMUNITY PRIORITIES

The City of Austin has undertaken planning initiatives for various areas of the city intended to support the overarching community priority of making Austin sustainable in the broadest sense to include environmental, economic and equity factors. These initiatives focus on the creation of areas that are inherently sustainable because of their support for mixed-use, transit-supportive compact and connected areas. They promote economic sustainability by connecting people with housing and jobs, and improve equity by creating a diversity of housing and increasing the housing stock. Many of these initiatives also include density bonus programs that can provide community benefits in addition to supporting the broad goals of sustainability, if the exchanges are appropriately calibrated. A few of the recent planning initiatives include:

- Airport Boulevard Initiative
- Downtown Austin Plan
- East Riverside Corridor Plan
- North Burnet/Gateway Plan
- Transit Oriented Development and Station Area Plans
- University Neighborhood Overlay

TOOLS AND STRATEGIES TO PRODUCE COMMUNITY BENEFITS

Density Bonus Programs:
A density bonus is one of the tools that can be used to provide community benefits. A density bonus is an incentive-based tool that permits developers to increase the maximum allowable development (entitlements) on a property in exchange for helping the community achieves public policy goals. Increasing development density allows a developer to increase their return on investment by adding more square footage or height to a project. A well-defined density bonus program has the potential to provide both a predictable, efficient and equitable process for development interests and direct and meaningful benefits to the community. Community benefits vary by area, but include affordable housing, open space, green building, family-friendly housing, and infrastructure improvements.

In addition, density itself helps realize the community priority of sustainability. Density that is well designed and assembled makes transit and retail more viable, and supports more schools and services close to homes. Higher densities make walk-ability possible, and great design makes it enjoyable. Dense development is the

most sustainable use of land and resources is a cost efficient use of infrastructure, creates healthy and vibrant diversity of activity, increases housing supply and housing options for all people, and enables more people to live near transit to access employment, goods, and services. Local discussions, reports, and planning initiatives have resulted in a number of unique density bonus programs intended to produce both community benefits and increased density in desired locations.

Conditions Necessary for Successful Density Bonus Program:
Density bonus programs have been effective tools in other cities to tie clearly identified benefits and costs together to the gain of both community and developer. Proper calibration is key to producing desired community benefits. Calibration should be based on the following principles:

- Exchanges must be based on area-specific market demand and achievable income.
- One size does not "fit all;" different parts of town will have different market environments that will require individual "prices."
- Minimal increases in entitlements can only require nominal community benefits.
- All other things being equal, too low is better than too high. If requirements are set too high, the City won't achieve any desired benefits.
- Programs should be recalibrated on a regular basis in response to performance and changing market conditions.

In order for developers to realize a return on their investment from increased density, market analyses must show that the additional density will increase the probability that a project will be economically successful. For example, it does not make sense to invest in additional housing density if there is not enough demand for housing to support it. Not all increases in density will result in increased value because of higher construction costs, increased risk, over-supply, etc.

In a recent City Council Work session on the City's Density Bonus Programs, the presentation included the following necessary characteristics for a successful Density Bonus Program:

- Strong market demand in targeted area. Creates larger margins, allowing "cost" of the bonus.
- Larger projects (increased density) entail greater risk; strong demand mitigates.
- Additional density is properly "priced." (i.e., community benefits required can't outweigh the expected increased return).
- Fees and requirements have to be low enough that adjusted pro forma still justifies commitment of capital, especially since it's an up front cost to developer.
- Program is stable and predictable enough for duration of development cycle, yet flexible enough to respond to changing markets.

Additional Strategies to Produce Affordable Housing:
Within the context of planning activities in Austin, affordable housing continues to be a key community benefit and one of several priorities for the Austin City Council. Staffs in both the Neighborhood Housing and Community Development Office and the Planning and Development Review Department have refined their internal coordination to strengthen planning activities to address this community priority.

Following are systems that have been developed to focus on affordable housing goals while encouraging development throughout Austin:

- <u>Monthly planning meetings</u> attended by planning staff in both NHCD and PDR are used to discuss planning activities and promote a well coordinated outreach effort.
- <u>Database development</u> is underway to track and measure outcomes for the various density bonus programs to include Vertical Mixed Use, Transit Oriented Developments, University Neighborhood Overlay, and others.
- <u>Technical Assistance Groups (TAG)</u> is created for longer-term planning initiatives. Goals of the TAG include creation of a consistent, coordinated approach to ensure stakeholder feedback and high levels of interdepartmental coordination to implement Council policies (Imagine Austin/Comprehensive Plan, Downtown Austin Plan, East Riverside Corridor Master Plan, etc.).
- <u>Coordinated resource efforts</u> are underway by the departments to identify resources that will advance planning activities specific to the development of Density Bonuses. One crucial unmet need identified by the group is a dedicated economist who would work closely with the group to develop and calibrate density bonus program components as needed. This would support the increased focus by staff to bring forward market analysis to support staff recommendations related to bonuses in various areas of Austin.

In addition to the systems to focus on affordable housing goals listed above, there are additional methods that could be incorporated into future City plans and policies. Below is a compilation of best practices that have been used in other parts of the country to produce affordable housing.

Local Policy Options to Support Sustainable and Equitable Development:

1. Promote Compact Development Patterns:
    a. Upzone location-efficient areas to allow for higher-density development.
    b. Establish overlay zones (e.g. University Neighborhood Overlay).
    c. Adopt form-based codes.
    d. Amend the zoning code to allow mixed-use development to occur by "right" in designated districts (e.g. Vertical Mixed-Use).

2. Create a Supportive Regulatory Framework:
    a. Provide expedited permitting and review for qualifying projects.
    b. Reduce parking requirements for location-efficient areas.
    c. Reduce or eliminate impact fees in areas already served by infrastructure.
    d. Provide tax abatements to support affordable housing development.
    e. Provide regulatory accommodation for small sites to promote infill development.
    f. Support and provide technical assistance to start-up nonprofit developers and community-based housing development organizations (CHDOs).

3. Support the Acquisition of Well-Located Land for Affordable Homes:
    a. Use an acquisition fund and land bank to support the purchase of strategic sites.
    b. Target homeownership assistance (e.g. down payment assistance) in redevelopment zones or other high-opportunity areas.
    c. Make publicly-owned land available for development of affordable homes.

4. Capture a portion of the value generated by market-rate development to support affordable homes:
   a. Create Tax Increment Financing (TIF) districts around new and redeveloping transit stations with set-asides for affordable housing.
   b. Assess linkage fees on non-residential development.

5. Preserve and extend the availability of affordable homes in location-efficient areas:
   a. Commit to preserving existing subsidized housing developments.
   b. Utilize community land trusts and shared equity models to maintain long-term affordability for homeownership units.
   c. Provide information and technical assistance for residents in rental properties who may become displaced.
   d. Require owners of rental properties to give residents advance notice of any intention to sell the property or convert it to condominiums.
   e. Promote community programs for skills development, employment, homeownership counseling and financial literacy education.
   f. Site social service facilities in or near transit-oriented development.

There have also been a host of city and community reports released in the past few years that highlight critical data points and offer recommendations for the City's Action Plan and for housing planning in Austin. See background information section for additional detail.

LOCAL GOVERNMENT CODE

TITLE 7. REGULATION OF LAND USE, STRUCTURES, BUSINESSES,
AND RELATED ACTIVITIES

SUBTITLE A. MUNICIPAL REGULATORY AUTHORITY

CHAPTER 213. MUNICIPAL COMPREHENSIVE PLANS

Sec. 213.001. PURPOSE. The powers granted under this chapter are for the purpose of promoting sound development of municipalities and promoting public health, safety, and welfare.

Added by Acts 1997, 75th Leg., ch. 459, Sec. 1, eff. Sept. 1, 1997. Renumbered from Sec. 219.001 by Acts 2001, 77th Leg., ch. 1420, Sec. 12.002(2), eff. Sept. 1, 2001.

Sec. 213.002. COMPREHENSIVE PLAN. (a) The governing body of a municipality may adopt a comprehensive plan for the long-range development of the municipality. A municipality may define the content and design of a comprehensive plan.
        (b) A comprehensive plan may:
                (1) include but is not limited to provisions on land use, transportation, and public facilities;
                (2) consist of a single plan or a coordinated set of plans organized by subject and geographic area; and
                (3) be used to coordinate and guide the establishment of development regulations.
        (c) A municipality may define, in its charter or by ordinance, the relationship between a comprehensive plan and development regulations and may provide standards for determining the consistency required between a plan and development regulations.

(d) Land use assumptions adopted in a manner that complies with Subchapter C, Chapter 395, may be incorporated in a comprehensive plan.

Added by Acts 1997, 75th Leg., ch. 459, Sec. 1, eff. Sept. 1, 1997. Renumbered from Sec. 219.002 by Acts 2001, 77th Leg., ch. 1420, Sec. 12.002(2), eff. Sept. 1, 2001.

Sec. 213.003. ADOPTION OR AMENDMENT OF COMPREHENSIVE PLAN. (a) A comprehensive plan may be adopted or amended by ordinance following:
(1) a hearing at which the public is given the opportunity to give testimony and present written evidence; and
(2) review by the municipality's planning commission or department, if one exists.
(b) A municipality may establish, in its charter or by ordinance, procedures for adopting and amending a comprehensive plan.

Added by Acts 1997, 75th Leg., ch. 459, Sec. 1, eff. Sept. 1, 1997. Amended by Acts 1999, 76th Leg., ch. 62, Sec. 13.07, eff. Sept. 1, 1999; Acts 2001, 77th Leg., ch. 1420, Sec. 12.002(2), eff. Sept. 1, 2001.

Sec. 213.004. EFFECT ON OTHER MUNICIPAL PLANS. This chapter does not limit the ability of a municipality to prepare other plans, policies, or strategies as required.

Added by Acts 1997, 75th Leg., ch. 459, Sec. 1, eff. Sept. 1, 1997. Renumbered from Sec. 219.004 by Acts 2001, 77th Leg., ch. 1420, Sec. 12.002(2), eff. Sept. 1, 2001.

Sec. 213.005. NOTATION ON MAP OF COMPREHENSIVE PLAN. A map of a comprehensive plan illustrating future land use shall contain the following clearly visible statement: "A

comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries."

Added by Acts 1997, 75th Leg., ch. 459, Sec. 1, eff. Sept. 1, 1997. Renumbered from Sec. 219.005 by Acts 2001, 77th Leg., ch. 1420, Sec. 12.002(2), eff. Sept. 1, 2001.

CITY CHARTER

ARTICLE X. PLANNING.

§ 1. PURPOSE AND INTENT.

It is the purpose and intent of this article that the city council establish comprehensive planning as a continuous and ongoing governmental function in order to promote and strengthen the existing role, processes and powers of the City of Austin to prepare, adopt and implement a comprehensive plan to guide, regulate and manage the future development within the corporate limits and extraterritorial jurisdiction of the city to assure the most appropriate and beneficial use of land, water and other natural resources, consistent with the public interest. Through the process of comprehensive planning and the preparation, adoption and implementation of a comprehensive plan, the city intends to preserve, promote, protect and improve the public health, safety, comfort, order, appearance, convenience and general welfare; prevent the overcrowding of land and avoid undue concentration or diffusion of population or land uses; facilitate the adequate and efficient provision of transportation, water, wastewater, schools, parks, recreational facilities, housing and other facilities and services; and conserve, develop, utilize and protect natural resources.

It is further the intent of this article that the adopted comprehensive plan shall have the legal status set forth herein, and that no public or private development shall be permitted, except in conformity with such adopted comprehensive plan or element or portion thereof, prepared and adopted in conformity with the provisions of this article.

Amendment note:
Section 1 was added by the election of January 19, 1985.

§ 2. THE PLANNING COMMISSION — ORGANIZATION.

There shall be established a planning commission which shall consist of citizens of the City of Austin who must be registered voters in the city and must have resided within the city for one year next preceding their appointment. The planning commission shall have a number of members equal to the number of members on the council plus two (2) additional members, a minimum of two-thirds of the members who shall be lay members not directly or indirectly connected with real estate and land development. The city manager, the chairperson of the zoning board of adjustment, the director of public works and the president of the board of trustees of the Austin Independent School District shall serve as ex officio members. The members of said commission shall be appointed by the council for a term of two (2) years, five (5) members to be appointed in every odd-numbered year and four (4) members in every even-numbered year. The commission shall elect a chairperson from among its membership and shall meet not less than once each month. Vacancies in an unexpired term shall be filled by the council for the remainder of the term.

🔖 § 3. DIRECTORS FOR PLANNING, GROWTH MANAGEMENT AND LAND DEVELOPMENT SERVICES.

The city council shall create by ordinance the department or departments necessary to provide technical and administrative support in the areas of planning, growth management and land development, and the director(s) of said department(s) shall be appointed by the city manager.

🔖 § 4. THE PLANNING COMMISSION — POWERS AND DUTIES.

The planning commission shall:

(1)   Review and make recommendations to the council regarding the adoption and implementation of a comprehensive plan (as defined by Section 5 of this article) or element or portion thereof prepared under authorization of the city council and under the direction of the city manager and responsible city planning staff;

(2)   After a comprehensive plan or element or portion thereof has been adopted in conformity with this article:

     (a)   Review and make recommendation to the council on all amendments to the comprehensive plan or element or portion thereof;

     (b)   Review and make recommendations to the council on all proposals to adopt or amend land development regulations for the purpose of establishing the relationship of such proposal to, and its consistency with, the adopted comprehensive plan or element or portion thereof. For purposes of this article and subsection, "land development regulations" includes zoning, subdivision, building and construction, environmental, and other police power regulations controlling, regulating, or affecting the use or development of land;

(3)   Pursuant to ordinances adopted by the council, exercise control over platting and subdividing land within the corporate limits and the extraterritorial jurisdiction of the city to insure the consistency of any such plats or subdivision with the adopted comprehensive plan or element or portion thereof;

(4)   Submit annually to the city manager, not less than ninety (90) days prior to the beginning of the budget year, a list of recommended capital improvements, which in the

opinion of the commission are necessary or desirable to implement the adopted comprehensive plan or element or portion thereof during the forthcoming five-year period;

(5)   Monitor and oversee the effectiveness and status of the comprehensive plan and recommend annually to the council any changes in or amendments to the comprehensive plan as may be desired or required;

(6)   Prepare periodic evaluation and appraisal reports on the comprehensive plan, which shall be sent to the council at least once every five (5) years after the adoption of the comprehensive plan or element or portion thereof;

(7)   Require information from the city manager relative to its work;

The commission shall be responsible to and act as an advisory body to the council and shall perform such additional duties and exercise such additional powers as may be prescribed by ordinance of the council not inconsistent with the provisions of this Charter.

Amendment note:
Section 4 appears as renumbered and amended at the election of January 19, 1985. Previously, this material was § 2.

§ 5. THE COMPREHENSIVE PLAN.

The council shall adopt by ordinance a comprehensive plan, which shall constitute the master and general plan. The comprehensive plan shall contain the council's policies for growth, development and beautification of the land within the corporate limits and the extraterritorial jurisdiction of the city, or for geographic portions thereof including neighborhood, community or areawide plans. The comprehensive plan shall include the following elements: (1) a future land use element; (2) a traffic circulation and mass transit element; (3) a wastewater, solid waste, drainage and potable water element; (4) a conservation and environmental resources element; (5) a recreation and open space element; (6) a housing element; (7) a public services and facilities element, which shall include but not be limited to a capital improvement program; (8) a public buildings and related facilities element; (9) an economic element for commercial and industrial development and redevelopment; and (10) health and human service element.

The council may also adopt by ordinance other elements as are necessary or desirable to establish and implement policies for growth, development and beautification within the city, its extraterritorial jurisdiction, or for geographic portions thereof, including neighborhood, community, or areawide plans. The council shall provide for financing of all elements contained in the comprehensive plan in accordance with law.

The several elements of the comprehensive plan shall be coordinated and be internally consistent. Each element shall include policy recommendations for its implementation

and shall be implemented, in part, by the adoption and enforcement of appropriate land development regulations.

The planning commission shall forward the proposed comprehensive plan or element or portion thereof to the city manager, who shall thereupon submit such plan, or element or portion thereof, to the council with recommendations thereon.

The council may adopt, or adopt with changes or amendments, the proposed comprehensive plan or element or portion thereof, after at least one public hearing. The council shall act on such plan, element or portion thereof, within sixty (60) days following its submission by the city manager. If such plan or element or portion thereof is not adopted by the council, it shall, with policy direction, return such plan or element thereof the planning commission, which may modify such plan or element or portion thereof, and again forward it to the city manager for submission in like manner to the council. Furthermore, all amendments to the comprehensive plan or element or portion thereof recommended by the planning commission shall be forwarded to the city manager and shall be subject to review and adoption in the same manner as for the original adoption of the comprehensive plan as set forth above.

Amendment note:
Section 5 appears as renumbered and amended by the election of January 19, 1985. Said section was previously numbered § 4.

§ 6. LEGAL EFFECT OF COMPREHENSIVE PLAN.

Upon adoption of a comprehensive plan or element or portion thereof by the city council, all land development regulations including zoning and map, subdivision regulations, roadway plan, all public improvements, public facilities, public utilities projects and all city regulatory actions relating to land use, subdivision and development approval shall be consistent with the comprehensive plan, element or portion thereof as adopted. For purposes of clarity, consistency and facilitation of comprehensive planning and land development process, the various types of local regulations or laws concerning the development of land may be combined in their totality in a single ordinance known as the Land Development Code of the City of Austin.
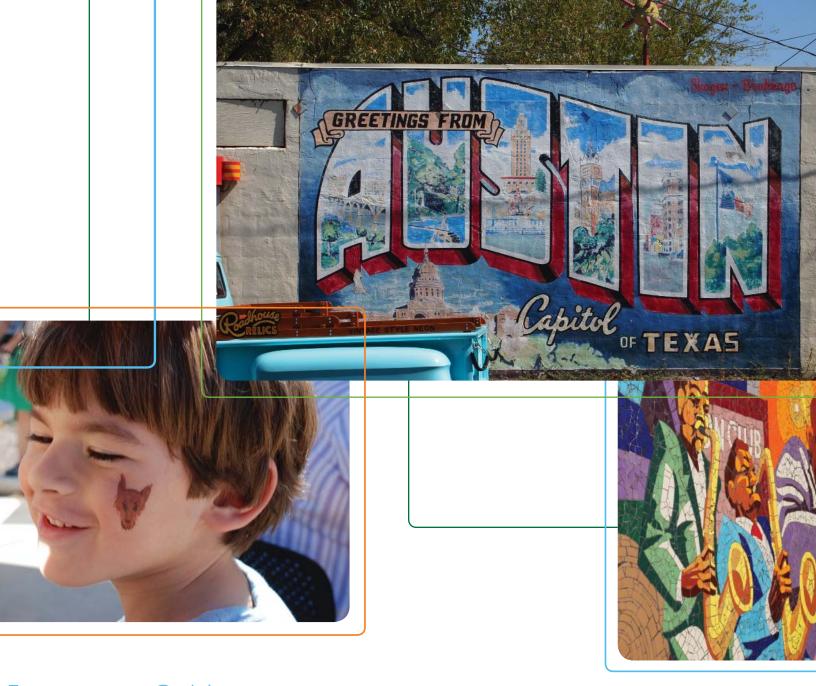
Amendment note:
Section 6 appears as renumbered and amended by the election of January 19, 1985. Said section was previously numbered § 5.

§ 7. LEGAL EFFECT OF PRIOR COMPREHENSIVE PLAN.

Any comprehensive plan or element or portion thereof adopted pursuant to the authority of Article X of this Charter or other law, but prior to the effective date of this amendment shall continue to have such force and effect as it had at the date of its adoption and until appropriate action is taken to adopt a new comprehensive plan or element or portion thereof as required and authorized by this amendment.

Amendment note:
Section 7 appears as added by the election of January 19, 1985.

Everyone's Guide to the

IMAGINE AUSTIN
COMPREHENSIVE PLAN

Concepts, Maps, Policies, Actions
An Executive Summary of the Plan Document

City of Austin 2012 | www.imagineaustin.net   DRAFT - 2/21/12

IMAGINE AUSTIN
COMPREHENSIVE PLAN

Concepts, Maps, Policies, Actions
An Executive Summary of the Plan Document

DRAFT

The City's comprehensive plan clearly defines where we are today and where we want to go.

The Imagine Austin Comprehensive Plan provides a community roadmap, a policy for directing growth, and a platform for action. It contains a wealth of community-defined priorities for sustainability, livability, mobility, equity, and prosperity.

The distinctive value for Austin of this comprehensive plan is that it addresses big issues in a big-picture way, with a long-range perspective.

It considers the whole community's values, needs, people and places and how all the parts are interrelated and interdependent. It identifies the defining issues that are critical for protecting Austin's quality of life and for optimizing our sustainability and future success.

To achieve our many interrelated goals, in a cohesive fashion, we must organize the physical form of the city to support. This is the plan's foundational solution:

Create compact, connected centers – attractive places where people can conveniently meet their daily needs, in a walkable Complete Community.

Austinites want to live in a city of connected "complete communities," where people of all ages, persuasions, and income levels can easily meet their everyday needs and desires close to their homes, jobs, and schools. They want more transportation choices connecting them to everything that Austin and the region has to offer.

By directing development to fulfill this big vision over the next 25 years, we can advance a wealth of other Building Block policy goals within the Plan – social, economic, environmental.

Austin is projected to add 750,000 new residents by 2039. Our metropolitan region, now home to more than 1.7 million people, will have nearly 4 million by 2040. As Austinites, we feel passionately that our city must grow to become better – in a distinctively Austin way – not just bigger.

THE STAKES ARE HIGH.

> The challenge now before us – in shaping the Austin of the 21st century – is to energetically leverage our strengths as we grow, while tackling our problems head-on.

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We must embrace the future that we want, then work to make it happen.

An overarching goal of this comprehensive plan is to advance Austin's sustainability. It promotes sustainable, responsible growth and conservation, to protect and enhance Austin's future.

Imagine Austin policies can help to shift growth patterns toward a more compact and connected physical city – for greater environmental and fiscal sustainability going forward.

6 KEY CHALLENGES

Issues and opportunities

- Preserving our livability

- Expanding transportation choices

- Tackling the ethnic divide

- Protecting our natural resources

- Promoting prosperity for all

- Collaborating regionally

5 GUIDING PRINCIPLES

Overarching goals

- Grow as a compact, connected city

- Integrate nature into the city

- Provide paths to prosperity for all

- Develop as an affordable and healthy community

- Sustainably manage water and other environmental resources

- Civic creativity

THE ROAD AHEAD

Taking action

- **Get to work.** Set priorities; agree to work together; commit to action; set priorities

- **Act for the whole.** Think big-picture; think holistically; think of the less fortunate

- **Expand the growth-shaping toolkit.** Adopt supporting regulatory tools; use both zoning and incentives; look to peer cities; focus on urban design; partner

- **Measure progress and adapt.** Be transparent; practice continuous learning; be steadfast, but flexible

Sustainability requires balancing three sets of goals: **1)** Prosperity and jobs, **2)** conservation and the environment, and **3)** community health, equity and cultural vitality. It means taking positive, proactive steps to protect quality of life now, and for future generations.

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Austin, Texas is a unique community. Our greatest strengths are our distinctive spirit, character, values and sense of place. They underlie our city's strong economy and attractiveness. As Austinites, we celebrate and value our history, our creative culture, our inclusiveness and tolerance.

A great deal of research and analysis informed and shaped the comprehensive plan. The plan document includes extensive facts and figures about Austin; below is a brief overview of the trends the data reveals.

DEFINING TRENDS

Population and Households

Austin is a growing city, becoming more diverse, older, and urban.

Housing and Neighborhoods

Austin has a variety of neighborhoods, but limited housing choices; our housing costs are growing.

Land Use

Austin has continued to rapidly develop outward on lower-cost land, in lower-density suburban patterns.

Transportation

Austin is experiencing increasing traffic congestion and transportation costs; we have re-newed interest in creating a mobility network that incorporates all transportation choices.

Economy

Austin has a thriving economy, which is resilient due to its diversity and entrepreneurial spirit; however, we need to prepare our workforce for changes ahead.

Environmental Resources

Austin is rich in natural resources, but the effects of development, pollution and climate change put them at risk.

City Facilities and Services

Austin has invested in high-quality facilities and services throughout the city, but faces new pressures on service delivery.

Society and Health

Austin is concerned with trends related to rising housing costs, families with children, access to quality education and schools, healthcare, and the social service network.

Arts and Culture

Austin is a creative leader that recognizes the value of artistic and cultural amenities; rising costs of living may affect the long-term viability of the Austin arts community.

A Regional Perspective

As the largest city in Central Texas, the City of Austin must show leadership in collaborating with its neighbors to embrace a sustainable future. To tackle complex issues, we must take a regional perspective and work together on coordinated strategies.

Key Regional Issues

• Conversion of agricultural land; fragmented development

• Limited water supply; water systems

• Housing-jobs imbalance

• Rising costs of housing and transportation

• Few regional transportation options

• Regional job growth mostly in lower-wage positions

• Inconsistent legal and regulatory land-use powers

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A Vision for Austin's Future

As it approaches its 200th anniversary, Austin is a beacon of sustainability, social equity and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens and where the necessities of life are affordable and accessible to all. Austin's greatest asset is its people: passionate about our city, committed to its improvement, and determined to see this vision become a reality.

AUSTIN IS LIVABLE:

One of Austin's foundations is its safe, well-maintained, stable, and attractive neighborhoods and places whose character and history are preserved. Economically mixed and diverse neighborhoods across all parts of the city have a range of affordable housing options. All residents have a variety of urban, suburban, and semi-rural lifestyle choices with access to quality schools, libraries, parks and recreation, health and human services, and other outstanding public facilities and services.

- Development occurs in connected and pedestrian-friendly patterns supporting transit and urban lifestyles and reducing sprawl, while protecting and enhancing neighborhoods.
- Downtown offers a safe, vibrant, day and night time urban lifestyle for residents, workers, and visitors.
- Development occurs across the city in a manner friendly to families with children, seniors, and individuals with disabilities.
- Austin's unique character and local businesses are recognized as a vital part of our community.
- Clear guidelines support both quality development and preservation that sustain and improve Austin's character and provide certainty for residents and the business community.
- Austin's diverse population is active and healthy, with access to locally-grown, nourishing foods, and affordable healthcare.

AUSTIN IS NATURAL AND SUSTAINABLE:

Austin is a green city. We are environmentally aware and ensure the long-term health and quality of our community through responsible resource use as citizens at the local, regional, and global level. Growth and infrastructure systems are well-managed to respect the limitations of our natural resources.

- We enjoy an accessible, well-maintained network of parks throughout our city.
- We protect the beauty of the Colorado River watershed, Hill Country and Blackland Prairie and value our farmland that nurtures local food production.
- Our open spaces and preserves shape city planning, reduce infrastructure costs, and provide us with recreation, clean air and water, local food, cooler temperatures, and biodiversity.
- We conserve water, energy, and other valuable resources.
- Austin is a leader in reducing greenhouse gas emissions.
- We use and inspire new technologies that create more sustainable communities while reducing our dependence on environmentally costly practices.

The Imagine Austin Vision Statement, developed with input from thousands of residents, describes the Austin we aspire to be in 2039 – the 200th anniversary of the city's founding. It was drafted by the Comprehensive Plan Citizens Advisory Task Force, based on public input and with the assistance of city staff, and endorsed by City Council.

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AUSTIN IS CREATIVE:

Creativity is the engine of Austin's prosperity. Arts, culture, and creativity are essential keys to the city's unique and distinctive identity and are valued as vital contributors to our community's character, quality of life and economy.

• As a community that continues to stimulate innovation, Austin is a magnet that draws and retains talented and creative individuals.

• Our creative efforts reflect, engage with and appeal to the ethnic, gender and age diversity of Austin and to all socioeconomic levels.

• Residents and visitors participate fully in arts and cultural activities because the opportunities are valued, visible, and accessible.

• Our buildings and places reflect the inspirational and creative spirit of who we are as Austinites, through design excellence, public art and beautiful, accessible public spaces.

AUSTIN IS EDUCATED:

Education is the hope for Austin's future. Austin provides everyone with an equal opportunity for the highest quality of education that allows them to fully develop their potential. Networks of community partnerships support our schools and ensure that our children receive the resources and services they need to thrive and learn.

• Our school campuses provide safe and stable environments enabling future success.

• Neighborhood schools and libraries serve as centers for community collaboration, recreational, and social events, as well as learning opportunities.

• In partnership with private entities and the broader community, institutions of higher education continue to be incubators for innovation in the cultural arts, medicine, industry, business, and technology.

• Every child in Austin has the chance to engage with other cultures, communities, and languages, providing pathways for healthy development, and the critical thinking skills students need as future citizens of Austin and the world.

AUSTIN IS MOBILE AND INTERCONNECTED:

Austin is accessible. Our transportation network provides a wide variety of options that are efficient, reliable, and cost-effective to serve the diverse needs and capabilities of our citizens. Public and private sectors work together to improve our air quality and reduce congestion in a collaborative and creative manner.

• Interconnected development patterns support public transit and a variety of transportation choices, while reducing sprawl, congestion, travel times, and negative impacts on existing neighborhoods.

• Our integrated transportation system is well-maintained, minimizes negative impacts on natural resources, and remains affordable for all users.

• Austin promotes safe bicycle and pedestrian access with well-designed routes that provide connectivity throughout the greater Austin area. These routes are part of our comprehensive regional transportation network.

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AUSTIN IS PROSPEROUS:

Austin's prosperity exists because of the overall health, vitality, and sustainability of the city as a whole-including the skills, hard work, and qualities of our citizens, the stewardship of our natural resources, and developing conditions that foster both local businesses and large institutions. Development carefully balances the needs of differing land uses with improved transportation to ensure that growth is both fiscally sound and environmentally sustainable.

• Our economy is resilient and responsive to global trends thanks to its diverse and thriving mix of local entrepreneurs, large and small businesses, educational institutions, government, and industry.

• Innovation and creativity are the engines of Austin's economy in the arts, research and development, and technology.

• Our ecology is integrated with our economy-the preservation of the environment and natural resources contribute to our prosperity.

• Equitable opportunities are accessible to all through quality education, training, and good jobs.

AUSTIN VALUES AND RESPECTS ITS PEOPLE:

Austin is its people. Our city is home to engaged, compassionate, creative, and independent thinking people, where diversity is a source of strength and where we have the opportunity to fully participate and fulfill our potential.

• Austin government is transparent and accountable.

• People across all parts of the city and of all ages and income levels live in safe, stable neighbor-hoods with a variety of affordable and accessible homes, healthy food, economic opportunity, healthcare, education, and transportation.

• We stand together for equal rights for all persons, especially acknowledging those who have been denied full participation in the opportunities offered by our community in the past.

• The history of the people of the Austin area is preserved and protected for future generations.

Austin is:

LIVABLE
- Healthy & Safe Communities
- Housing Diversity & Affordability
- Access to Community Amenities
- Quality Design / Distinctive Character
- Preservation of Crucial Resources

NATURAL AND SUSTAINABLE
- Sustainable, Compact, and Walkable Development
- Resource Conservation/Efficiency
- Extensive Green Infrastructure

CREATIVE
- Vibrant Cultural Events/Programs
- Support for Arts/Cultural Activities

EDUCATED
- Learning Opportunities for All Ages
- Community Partnerships with Schools
- Relationships with Higher Learning

PROSPEROUS
- Diverse Business Opportunities
- Technological Innovation
- Education/Skills Development

MOBILE AND INTERCONNECTED
- Range of Transportation Options
- Multimodal Connectivity
- Accessible Community Centers

VALUES AND RESPECTS PEOPLE
- Access to Community Services
- Employment & Housing Options
- Community/Civic Engagement
- Responsive/Accountable Government

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The Plan establishes a two-part planning framework for action and implementation, to gradually achieve the Vision as we follow the Guiding Principles over the next 25 to 30 years.

CONNECTED CENTERS MAP

The Geographic Guide

• Applies the Vision to the city's physical development – an Illustrative Growth Concept

• Shows locations where Activity Centers can best accommodate new residents, homes and jobs

• Generally indicates desirable locations for new development over time, by category:

　　o Regional Centers

　　o Town Centers

　　o Neighborhood Centers

　　o Activity Corridors

　　o Job Centers

• Shows transportation network to connect Centers, offering people more mobility choices to get to homes, jobs, and other destinations

• Shows an open space network to include parks, recreation areas, greenways, nature preserves, waterways and floodplains, and other environmentally sensitive/protected land

Supporting map set provides more detail for: environmental resources; bicycle, pedestrian, and transit projects and networks; roadway projects and networks; and other issues.

REGULATING GROWTH PATTERNS:

Updated zoning that supports compact centers can provide greater predictability and stability for property owners and developers, offering economic benefits and better returns on development investments.

DRAFT

40 of 482

COMPLETE COMMUNITY BUILDING BLOCKS

The Policy Guide

• Address the individual subject areas required by City Charter, as well as others

 o Land Use and Transportation

 o Housing and Neighborhoods

 o Economy

 o Conservation and Environment

 o City Facilities and Services

 o Society

 o Creativity

• Establishes the policies that will guide Plan implementation

• Cross-references issues and policies that cut across individual building blocks

• Provides the context for individual Priority Programs and action steps

COST BENEFITS:

Directing new growth and development to compact Centers is a fiscally conservative policy. In a more compact community, fewer public dollars are required for infrastructure construction and maintenance. Costs can be contained for core city services such as providing roadways, public safety and utilities. For example, fewer miles of new water pipes and power lines, and fewer fire stations, typically are needed to serve infill housing vs. new suburbs.

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The Building Blocks

The policy guide for creating a compact, connected City of Complete Communities

The policies within the plan are grouped into seven Building Blocks. Each Building Block section in the Plan includes: An overview, a summary of key issues and challenges, a set of policies to address the challenges, and best-practice ideas from other communities.

The policies shown here provide typical examples, from the hundreds of policies stated in the full plan document. See "Building Blocks" chapter.

BUILDINGBLOCK 1
Land Use and Transportation

26 Land Use and Transportation Policies
8 Urban Design Policies
8 Historic Preservation Policies

BUILDINGBLOCK 2
Housing and Neighborhoods

9 Housing Policies
5 Neighborhood Policies

BUILDINGBLOCK 3
Economy

17 Economic Policies

BUILDINGBLOCK 4
Conservation and Environment

16 Conservation and Environment Policies

BUILDINGBLOCK 5
City Facilities and Services

14 Wastewater, Water, and Drainage Policies
6 Solid Waste Policies
4 Energy Policies
9 Public Safety Policies
6 Public Building Policies
9 Recreation and Open Space Policies

BUILDINGBLOCK 6
Society

9 Health and Human Service Policies
19 Children, Families, and Education Policies

BUILDINGBLOCK 7
Creativity

19 Arts, Culture, and Creativity Policies

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To help fulfill the Vision Statement, the Plan points us toward becoming a city of complete communities.

Austinites desire to meet their daily needs – for healthy food, employment, shopping, learning, healthcare, socializing and entertainment, public space and parks, recreation and fitness, natural beauty, and other amenities and services – within walking and biking distance, or a short drive or transit ride from their homes. We want each area of our city to have this complete set of amenities.

COMPLETE COMMUNITY PRINCIPLES

• Interrelate all elements of the city, to positively affect the community's well-being

• Develop in ways that contribute to Austin's unique community spirit, while serving diverse residents

• Provide neighborhoods, districts, and mixed-use "urban villages" that are safe and affordable, bring people together, promote physical activity, have a complete urban fabric, and offer varied amenities and services

• Connect all residents to the broader opportunities across Austin and the region, with multi-modal transportation

• Support Austinites in every stage of life, from young children to seniors

• Utilize "placemaking" principles to develop appealing, walkable places with enhanced value that attract and connect people and local businesses

• Balance Austin's natural and built environments

Equity, inclusion, affordability and accessibility are informing principles of the Complete Communities concept.

Where individual areas or neighborhoods suffer from gaps – missing elements that prevent them from being a complete community – the City, private developers and businesses, and other public and nonprofit partners can work together with residents to identify and fill the gaps over time.

The core concepts of this Plan – Complete Communities, and Compact, Connected Centers – are two sides of the same coin.

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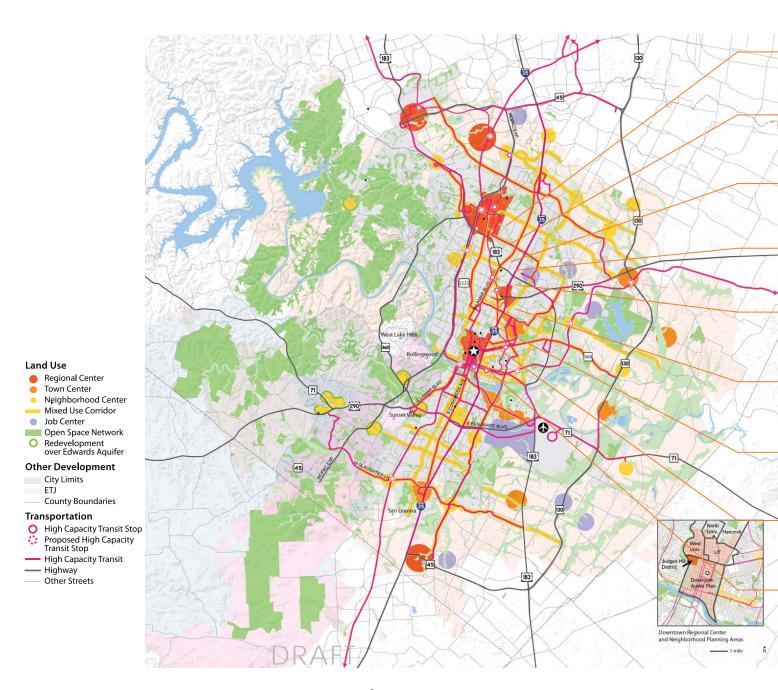
EMBRACING A MORE SUSTAINABLE FUTURE

An Illustrative Growth Concept

This map indicates how Austin, as it grows over the next several decades, can organize the physical form of the city around compact, connected activity centers and corridors. This approach to directing growth, and new transportation and infrastructure investments, can help achieve the Imagine Austin Vision.

By directing development to fulfill this vision over the next 25 years, Austin can realize a wealth of interrelated Building Block goals within the Plan.

Land Use
- Regional Center
- Town Center
- Neighborhood Center
- Mixed Use Corridor
- Job Center
- Open Space Network
- Redevelopment over Edwards Aquifer

Other Development
- City Limits
- ETJ
- County Boundaries

Transportation
- High Capacity Transit Stop
- Proposed High Capacity Transit Stop
- High Capacity Transit
- Highway
- Other Streets

Downtown Regional Center and Neighborhood Planning Areas

1 mile

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HOW THE MAP WAS DEVELOPED:

This map reflects community preferences expressed by many thousands of Austinites, during the planning process. Community members, City staff, consultants, the Citizens Advisory Task Force, the Planning Commission and Austin City Council helped to develop, review, synthesize, and finalize a Preferred Growth Scenario, and individual maps, that were refined into this final illustrative growth concept map.

A compact Center serves as parrt of a Complete Community

Transportation network connects Centers to one other, and to Downtown and existing neighborhoods.

In a Center, walking and biking for daily trips becomes feasible.

Compact development supports transit.

An inclusive, fully developed Complete Community advances equity, diversity, and positive neighborly interactions.

Energetically pursuing Centers and Complete Communities is a core, organizing concept of this Plan.

Directing new growth and new development into Centers and Corridors is essential to realizing the Vision and Plan.

Centers will develop at differing scales – neighborhood, mixed-use, town, and regional.

Open space network protects environmentally sensitive resources and provide opportunities for recreation.

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The City of Austin invites you to join with us in advancing our common objectives.

8 PRIORITY PROGRAMS

Towards A City of Complete Communities

• Invest in a compact and connected Austin.

• Sustainably manage our water resources.

• Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.

• Protect environmentally sensitive areas and integrate nature into the city.

• Grow and invest in Austin's creative economy.

• Develop and maintain affordable housing throughout Austin.

• Create a "Healthy Austin" program.

• Change Austin's development regulations and processes to promote a compact and connected city.

What are the first action steps?

Each Priority Program is supported by a detailed set of actions. To optimize success, the City will focus on tackling a small, achievable number of priority projects, at any one time. After plan adoption, the City will further develop detailed work plans with budgets and schedules.

How will progress be measured?

The final section of the Plan provides guidance for actively using the comprehensive plan, and it defines a process to monitor and communicate implementation and progress. The City will utilize two main tools: An Annual Report and Periodic Evaluation and Appraisal.

How will the City use the plan?

The City of Austin is required by City Charter to follow this new Plan. The City is committed to actively referencing the comprehensive plan to inform strategic planning, annual budget priorities, and implementation of priority projects — both capital improvements and programs. The City will review the plan and publicly report on progress annually; as needed, a major update will be undertaken every five to ten years.

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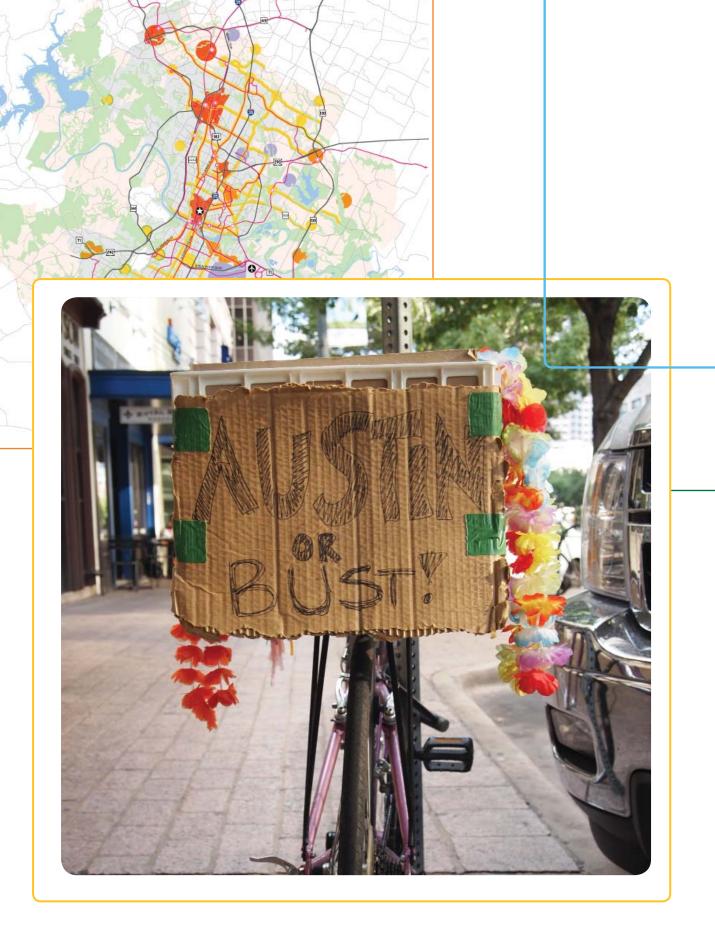
Can community members help realize the Plan?

Yes! We invite you to find a specific policy within the comprehensive plan that you believe is important. Then help organize others to help implement it.

For all of the wonderful community goals captured in this plan to bear fruit, Austin residents – each one of us, Austin companies, property owners and developers, nonprofits, organizations – will need to actively embrace and lead aspects of the work.

The big vision, scope and aspirations of the Imagine Austin Comprehensive Plan go far beyond the role and funding of city government. We need everyone to work together from this common playbook.

LET'S GET TO WORK!

DRAFT

**IMAGE AUSTIN Comprehensive Plan
Draft for Review
February 10, 2012**

CHAPTER 1: The Roadmap and the Road Ahead

There are two primary choices in life: to accept conditions as they exist, or accept the responsibility for changing them.

- Denis Waitley

A Comprehensive Plan for the 21st Century

Austin today is a model of livability, widely acclaimed as one of the top cities in the country. We have a distinctive and appealing vibe, a resilient economy, a growing national profile, good job and business opportunities, a fun and relaxed way of life, a beautiful natural setting for outdoor living and recreation, a thriving arts and live music scene, and a reasonable cost of living for a big city. In fact, we're so attractive that we draw over one million visitors and many thousands of new residents annually.

Known as a "smart" city, we are also smart enough to not rest on our laurels. Maintaining our enviable economy and quality of life requires continuous adaptation as the world evolves around us. As a fast-growing city whose population is projected to nearly double over the next three decades, we are becoming more urban and diverse each year. Our attractiveness brings a central challenge: accommodating more people well, in a considered and sustainable fashion while preserving what we value, so that we get better not just bigger.

Many of the changes Austin has seen are positive. Growth in recent decades has brought more employers and varied job opportunities; more interesting people with whom to meet and connect; a broader population base to support the visual, performing, media, and interactive arts, as well as our many nonprofits; a revitalized downtown, new transportation options, and greater tolerance and diversity. We have gained public parkland, a wealth of entertainment and dining choices, and many other amenities to enjoy with family and friends.

But other changes are negatives. We now suffer from serious traffic congestion, long commutes on clogged freeways, Central Austin housing that is increasingly unaffordable for individuals and families, a sense of loss about a simpler Austin of the past, and too many low-wage jobs that lag behind Austin's cost of living. Most troubling, at least 20 percent of our children live in poverty, go to bed hungry, go without health insurance and adequate healthcare, and fail to graduate from high school.

The challenge now before us – in shaping the Austin of the 21st century – is to energetically leverage our strengths as we grow, while turning around the negatives. The Imagine Austin Comprehensive Plan provides the roadmap.

The stakes are high. We must embrace the future that we want and work to make it happen.

Thinking Big: The Beauty of A Comprehensive Plan

We are not lacking in the dynamic forces needed to create the future. We live immersed in a sea of energy beyond all comprehension.

- Thomas Berry

The distinctive benefit of a comprehensive plan is that it confronts big issues in a big-picture way. Other city plans are more focused and deal with topics such as parks, solid waste, transportation, water, or smaller geographic areas. But only a comprehensive plan fully considers how the whole community's values, needs, people, and places are interrelated and interdependent. In creating this plan, we identified the defining issues that are central to Austin's future success.

Today, Austin tops numerous state, national, and international "Best Of" lists. This visibility is accelerating our attractiveness and population growth. As we grow and evolve, how can we preserve and amplify the special things we value about Austin? How can we face our more difficult problems, improve the city, and meet our challenges head-on?

6 Key Challenges and Opportunities

Preserving Our Livability

Austin is a great place to live. We have a wealth of natural resources and recreational opportunities, friendly neighborhoods, a robust economy, and a thriving arts scene. As we welcome future generations, how can we best expand and share all of these amenities? How can we preserve our character and history, remembering the many different experiences and cultures that have made Austin what it is today?. How will we increase housing and transportation choices for different types of individuals and families throughout Austin? How will we keep Austin healthy, safe, beautiful, and affordable?

Expanding Transportation Choices

Austin is a big city, so it's time to build a "big city" transportation system. We need good roads, and we need to move people around the city and the region conveniently and safely, with or without a car. How can we offer more transportation choices? How can we encourage use of transit, bicycles, and walking? How can we build the kind of transportation network we'll need for sustainable growth?

Tackling the Ethnic Divide

Austinites of color are now the majority, and our city is quickly becoming more diverse. Yet we are still dealing with the legacy of segregation and racism. Poverty and people of color both are concentrated east of the Interstate. Austinites living east of Interstate 35 are, overall, poorer, less healthy, lag academically, and share less equally in Austin's celebrated quality of life. How can we improve their lives while also protecting longtime Eastside residents from displacement? As a city, we want to tackle this divide and close the opportunity gaps. How can we help all Austinites have a voice, material comforts, and reason to believe in a brighter future?

Protecting Our Natural Resources

Austinites enjoy an easy connection with nature and have a strong environmental ethos. We get out on our trails and greenways, lakes and rivers, parks and natural lands, and consider them a core part of what makes Austin special. But suburban growth is pushing Austin outward and encroaching upon and consuming these resources. How can we protect our waterways and watersheds, other natural resources and agricultural lands? How can we

better connect our community with healthy, natural open spaces? How can we ensure an ample water supply for the Austin of 2050 and beyond?

Promoting Prosperity for All

Austin is an innovation leader, known for its high-tech industries, colleges and universities, youthful population, attractiveness to creative professionals, support for local independent businesses, and unique music and arts community. We need a strong business climate for large *and* small businesses. How do we help all Austinites find good jobs in our high-skill economy? How do we ensure that musicians, young families, and hourly workers aren't priced out of Austin? How can we help wage growth catch up to the rising costs of living to close the affordability gap? How can we expand job opportunities and enhance the skills of our labor force?

Collaborating Regionally

As the biggest city in Central Texas, Austin has a duty to provide regional leadership and invite its regional partners to collaborate on solutions. Issues such as transportation, water resources, development of the region, environmental protection, climate change, and economic prosperity are regional in scale and scope. We need a platform for regional governance and coordinated comprehensive planning for our collective future. How can Austin lead the way to forge a productive regional dialogue and set of agreements?

To address these challenges and opportunities, we need to actively prepare for change.

Austin is a big, fast-growing, 21st century city. We could sit back and simply let change happen, in ways we may or may not like. Or we can energetically shape our own destiny using this plan as a common playbook. By being unified in vision and proactive about solutions, we can capitalize on our strengths, carry forward our values, and channel growth as a positive force.

Change isn't easy. Actively preparing for change and uncertainty can be tough; however, the potential rewards can outweigh the discomforts. Choosing a different path for our city will require doing things differently. Having imagined a better Austin, its incumbent upon us to realize our vision.

Securing a Sustainable Future

Right now over 70 percent of the world population is convinced that something serious has to be done about the dangers facing the planet.... Most of humanity wants to know how to make the change. It's one of those tipping-point times where things can change unbelievably fast.

- Paul H. Ray and Sherry Ruth Anderson, The Cultural Creatives: How 50 Million People Are Changing the World

The Austin City Council established "sustainability" as the central policy direction of the Imagine Austin Comprehensive Plan.

Sustainability means considering not only the needs of today, but also whether these needs are being met in ways that conserve resources for future generations. Sustainability means finding a balance among three sets of goals: 1) Prosperity and jobs, 2) conservation and the environment, and 3) community health, equity and cultural vitality. It means taking positive, proactive steps to protect quality of life now, and for future generations."

This comprehensive plan focuses on creating a sustainable city. The way Austin has grown for the last 60 years comes at a troubling price in terms of social segregation and isolation, public health, air and water quality, loss of natural open space and agricultural lands, and climate change. Sprawling, low-density development drives up

the public costs for roads, water lines, and other infrastructure that must be continually extended to far-flung new development. Austin simply can't afford to ignore the costs associated with the way we've grown; the patterns of the past decades are neither environmentally nor fiscally sustainable.

Growing in accordance with this plan offers us a way to do it better. It offers us more choices for where and how to live. A compact and connected city reduces the distances that people drive between work, shopping, and home. This reduces stress and frees up precious time for more pleasant and meaningful pursuits.

As we look to the future and follow this comprehensive plan, we have an important opportunity to be more intentional about the next chapters in Austin's growth. The magnitude of our past and projected population growth, in a time of constrained resources and climate change, could amplify existing problems within Austin and Central Texas. Growth can have tremendous benefits for Austin, but not if we repeat our past actions and continue to incur ever-growing environmental, fiscal, and social costs. That's why we need to make some changes.

We all want Austin to prosper, innovate, and lead. Toward that end, we must be wise stewards of our natural world and its resources. This comprehensive plan promotes sustainable and responsible growth and the conservation practices required to protect and enhance Austin's future.

Imagine Austin Core Principles for Action

We cannot seek achievement for ourselves and forget about progress and prosperity for our community.... Our ambitions must be broad enough to include the aspirations and needs of others, for their sakes and for our own.

- Cesar Chavez

Sustainability is the basis of the Imagine Austin vision statement and its hundreds of policies and actions developed through the input of thousands of community members. These policies and actions express five core principles for action to make our imagined Austin a reality.

Grow as a compact, connected city.

Austin's long-term sustainability requires a fresh focus on redevelopment and infill within the city's developed areas. Favoring compact growth presents an alternative direction to earlier decades of sprawling, low-density development. More compact growth contains costs by capitalizing on the land and infrastructure already in place. It also enhances human connections, innovation, and urban vibrancy. Creating a more compact and efficient city is critical to our ability to connect people of all ages, backgrounds, and abilities to homes, jobs, schools, arts and cultural amenities, and other destinations with a more complete transportation system that is affordable to build, operate, and maintain.

Integrate nature into the city.

A beautiful system of outdoor places for recreation and environmental protection will define Austin as a world-class city. We need to develop our creeks, their tributaries and floodplains, Lady Bird Lake, and the Colorado River into a network of connected greenways and waterways. As we grow into a more compact city we will also have an increased need for more, smaller parks and open spaces distributed across these new urban places. By strengthening our "green infrastructure" – parks, the urban forest, urban trails, greenways, rivers, creeks, lakes, gardens, urban agriculture, open spaces, and wildlife habitat and the relationships between them and the rest of the city – Austin can protect the natural environment and enhance recreational opportunities.

Provide paths to prosperity for all.

Austin can harness its strong economy to expand opportunity and social equity for all residents. Developing new economic sectors through partnerships between the business community, city government, and institutions will help employ a diverse workforce and expand opportunities for young and old. To ensure our economic strength, it is critical to preserve Austin's mix of large and small businesses, local entrepreneurs, major employers, clean industries, and education and government jobs. Growing our economic base should provide jobs and career paths for workers of all education and skill levels. Prosperity for all means reducing the number of people living in poverty by providing workforce training and services to help residents attain living-wage jobs. It also means capitalizing on the city's creative industries, cultural heritage, and diverse population to position the city as a national and international center for innovation and knowledge-based industries. We can maintain economic resiliency by staying attuned to global trends and emerging technologies and by preparing our children academically and socially to lead Austin's future.

Develop as an affordable and healthy community.

As development and change occurs, we must strive to contain Austin's cost of living, while increasing wages and good jobs. We must provide high public value with tax dollars to deliver quality, affordable amenities that all Austinites can enjoy. An affordable community can only exist if we make sure that the people who work in Austin, at all income levels, can afford to live here. Through incentives and partnerships, the City of Austin can encourage more affordable housing be distributed throughout the city. New mixed-use areas need to have affordably priced housing, be walkable and bikable, and be linked by transit to jobs and other centers, so residents can choose to avoid the costs of car ownership, matching the needs of Austin's increasingly diverse households and wooing families back to the city. Healthy communities depend on easy, safe access to walking, biking, and recreation, healthy and nutritious food, quality healthcare, schools, police, and other community services.

Sustainably manage water, energy and other environmental resources.

Sustainability is about considering the needs of present and future generations. As a city, we need to respect our natural constraints, mitigate and adapt to climate change, and conserve water, energy, land, and other natural resources. The city will enact public policies and make choices on the basis of long-term costs and consequences. We will also need to develop relationships with our Central Texas neighbors to address these issues on a regional basis. Austin can reduce its greenhouse gas emissions by promoting community health, encouraging walking, biking, and other daily exercise, and making fresh, local food accessible. We have a responsibility to future generations to go even greener, encourage energy independence, reduce individual, household, and commercial water use, and protect clean air and water. By respecting our natural resources, we can build a sustainable foundation for Austin's enduring prosperity.

Think creatively and practice civic creativity.

Austin's spirit of creativity most openly manifests itself in the local music and arts scenes and by those engaged in these and other creative enterprises. However, it also transcends Austin's creative community, to shape our entrepreneurial and business community, technology sectors, and local government to embody a broader, innovative mindset and approach to solving problems. The challenges of a growing population, finite natural and fiscal resources, and a changing climate will require Austinites and their local government to become ever more resilient. Resilience—the ability to adapt to challenges and change—will be a hallmark of successful communities in the 21st century. Innovation has been identified as one of the key attributes of resiliency. Creativity and innovation are essential to realizing the sustainable future envisioned by Imagine Austin. By

harnessing the collective energy of our people, the plan and its implementation will address the many issues facing Austin.

The Road Ahead

We meet tonight at a crossroads, a point of decision. Shall we expand, be inclusive, find unity and power; or suffer division and impotence.

— Jesse Jackson, Common Ground and Common Sense

The Imagine Austin Comprehensive Plan provides a platform for moving forward. It clearly defines where we are today and where we want to go. It provides policies and actions for each building block of the plan. It contains a wealth of community-defined priorities for sustainability, livability, mobility, equity, and prosperity. Now, Austinites and their city government must work collaboratively to make the plan bear fruit. Four action steps are required as we move forward:

Get to work.

Austinites are united by their desire to see the Imagine Austin Comprehensive Plan yield results. We all want to see completed projects that make Austin better. In adopting this plan, the City of Austin is inviting everyone – residents, local companies and business groups, philanthropists and nonprofits, governmental agencies, and others – to partner with it to realize the plan. A collaborative commitment to realizing the plan is essential. The action plan must start strong and be sustained in the years ahead.

Set priorities

The Austin of our dreams won't be built in a day. This plan contains hundreds of transformational ideas for our future. From them, we must prioritize an achievable handful at a time and successfully execute them. Seeing visible results steadily emerge from this comprehensive plan will be important. Which goals within the plan most merit our immediate attention and can be translated into relatively quick, inspiring wins? How can public-private partnerships advance big, exciting projects that achieve multiple objectives at once?

Agree to work together

The greatest benefit of a comprehensive plan is that it is a single playbook from which everyone works. We can accomplish far more by pulling in the same direction. The Imagine Austin Comprehensive Plan sets the stage for a new era defined by advancing common objectives. When challenging issues and choices arise, the plan guides both the municipality and the community in thinking about the good of the whole. Leadership will be important moving forward. The plan needs leaders – within the community and city government – who are committed to realizing its potential and power, and are skilled at the coalition-building required to move forward together.

Commit to action

The Imagine Austin Comprehensive Plan lays a strong foundation for taking action. Grounded in community values and needs, it has been crafted to positively shape Austin over the next five to 30 years. But its impact will only be as strong as the actions and programs that Austinites undertake to realize it.

The City Charter requires that elected officials and city government use the comprehensive plan as a guide for policies and practices, including budgeting. The City of Austin is already committed to action, as it references this long-term plan to set annual budget, program, and project priorities. But the aspirations of the comprehensive plan are far bigger and deeper than what municipal government can accomplish alone. To fully realize the

community benefits it outlines, visionary individuals, groups, agencies, and governments will also need to commit to action. The whole community must sustain the work that enacts the plan, through projects small and large.

Set priorities. Tackle transformational projects. Repeat.

Act for the whole.

The comprehensive plan challenges us to look beyond our personal interests and act for the good of the whole. To think of the entire pie, not just our slice. To be good stewards for generations to come. To understand single elements – parks, transportation, water, housing – within the context of a larger system. To remember and protect those who lack a voice, money, and power.

When we think long-term and work to make the city as a whole better, everyone stands to benefit.

Think big-picture

Considering Austin as a whole means seeing all of its different pieces and identities and how they all fit together. We must understand Austin on a number of levels: as a collection of distinctive yet interconnected neighborhoods; an educational and technological innovator; a system of homes and jobs that need to be connected by more transportation choices; a government center, an expanding creative hub, and the economic heart of Central Texas.

Comprehensive thinking requires that we consider small areas in the context of how they fit together and how they fit into the whole. Reading this plan in full creates the opportunity to understand what the whole is. As Austin continues to grow, it will take a big-picture view to bring everything together.

Think holistically

This comprehensive plan is holistic in its consideration of big themes like livability, sustainability, and complete communities. In addition to planning for land use, transportation, and other physical issues, it considers the provision of services, economic development, cultural needs, public health, resource efficiency, and equity. It provides a framework for how the physical, economic, and social pieces of the city and the region interconnect.

Think of the less fortunate

The faces and voices of Austin are varied and growing more diverse each day. Social and economic gaps are widening between many segments of our population. Austinites are compassionate; we hope to bring everyone along as we move ahead into a bright future. This comprehensive plan provides direction for actions that will benefit not just a fortunate few, but all Austinites.

Expand the growth-shaping toolkit.

Pair regulatory tools with this plan

This comprehensive plan is a *positive* tool because it defines what Austinites want and how that can be realized. Redevelopment is a primary tool to advance many of the plan's goals. In that sense, the plan serves as a counterpoint to many governmental regulations, which often focus on prohibiting things we *don't* want. Updated comprehensive plans typically need to be supported with updated land-use regulations. We can respect property rights while also making it easier to "do the right thing." We will also need land-use regulations that make it easier and more cost effective to do sustainable development and projects that create compact and walkable places.

Use both zoning and incentives

Zoning is an important tool to guide land use, but it is best used in combination with other tools and a realistic understanding of market forces. New approaches that utilize both zoning and incentives are needed to implement this plan. By offering incentives in the form of grants, loans, infrastructure investments, or innovative regulatory approaches, Austin can encourage good projects that deliver numerous community benefits. These benefits can include affordable housing, great design that beautifies our city and creates lively public places, operational improvements, more transportation options, pocket parks, low-impact development, new jobs, an expanded tax base, and so on. Incentives matter to people who want to improve our community, and they can generate goodwill while helping us reach our goals.

Look to peer cities

Austin appears on many national and even international "Best Of" lists. In these rankings our closest peers are other resilient, progressive, large cities. All are having similar debates about growth, resource conservation, linking jobs and homes with expanded transportation choices, and preserving community character. We're in a class with the most innovative of our peers; however, Austin is growing much faster than many long-established cities. As we seek to maintain and improve Austin's position as a sustainable, "most livable" city, we can greatly benefit by studying and sharing best practices with peer cities around the nation and the world.

Focus on urban design

In the past, Austin debates were often simplistically framed as developers versus neighborhoods or the environment. Increasingly, we have a more sophisticated understanding. Sustainability requires redeveloping the central city in "green" ways that advance multiple environmental, economic, and community goals. Well-designed new development can create community amenities and make the city more beautiful. City codes can create certainty and shape projects so they fit sensitively into neighborhood contexts. By establishing high sustainability standards – for locating projects, green building practices, site design and landscaping, and multi-modal transportation corridors – Austin can harness the positive, transformative power of redevelopment.

Partner up!

The City of Austin will work to advance the strategies in this plan, but it will need many partners to achieve its comprehensive vision. This is especially the case in its extra-territorial jurisdiction, where partnering with county governments is critical. Austin has a strong private sector, institutions, and non-profit organizations that share responsibility for shaping Austin's future. These groups have significant resources and relationships, and can do many things city government cannot. Where the right organization does not exist, a new one may need to be created. Implementing this plan will require strong partnerships among government, institutions, businesses, and community groups.

Measure progress and adapt.

Be transparent

As required by City Charter, the City of Austin will review progress on the plan annually and assess the plan at least every five years. It will consider updates based on those reviews. Austinites also need to engage in community "how are we doing?" evaluations. It will be helpful to adopt a set of easily understood tools to measure and report on progress, and to assess the results of policies, programs, and projects. The measures and reporting should be highly visible to promote accountability. Ideally, we can all reference an ongoing community report card to see how we're doing with plan implementation.

Practice continuous learning

In implementing this comprehensive plan, Austin is embarking upon an exciting and visionary path. By definition, implementation will involve a learning curve. Where our "report card" doesn't show the progress we had hoped for, we will need to make adjustments — perhaps to the actions or even to the goals themselves. As circumstances change, we'll need to update the plan accordingly.

A comprehensive plan is a living, evolving document; however, a long-range comprehensive plan typically must be followed for at least five years to see clear results. As adopted, the plan provides a strong framework to guide city actions at all levels. The vision and principles of the plan need to be respected. But over time, the community should expect to revisit and refine individual policies.

Be steadfast, but be flexible.

What's in the Plan: Imagine Austin at a Glance

The comprehensive plan is organized into five chapters:

Chapter One (The Roadmap and the Road Ahead) describes the need for a comprehensive plan providing a roadmap for Austin to navigate the challenges of the 21st century; core principles for action to achieve a sustainable future; and how we will use those principles to turn the plan into reality. It is useful for those who may not wish to read the plan "cover to cover."

Chapter Two (Experiencing Austin: Who Are We Today?) contains information on the current state of Austin and what it means for the city's future, such as how affordable it is to live here, how people are getting around, and how our parks and city services are performing.

Chapter Three (Imagining Austin: Our Vision of a Complete Community) presents the Imagine Austin vision statement, developed with the input of thousands of residents. It describes the Austin we aspire to be in 2039, the two hundredth anniversary of the city's founding. Our city will be a "Complete Community" that is natural and sustainable, prosperous, livable, mobile and interconnected, educated, creative, and which values and respects all Austinites. The vision statement defines the destination that the plan policies, actions, and programs are designed to reach.

Chapter Four (Shaping Austin: Building the Complete Community) sets a two-part framework for action to realize our vision of a city of Complete Communities. The Growth Concept Map shows in general terms where new development over the next 30 years should be located. The Building Blocks define specific policies to guide decisions on topics ranging from Land Use and Transportation to Economy to Creativity. The core concepts of Imagine Austin – Complete Communities, and Compact, Connected Centers – are two sides of the same coin. These policies are the foundation of the action ideas and programs contained in Chapter Five.

Chapter Five (Implementation and Measuring Success) addresses how Imagine Austin's vision and framework will be implemented. It identifies eight priority programs based on hundreds of ideas developed by citizen working groups, provides guidance for decision-making, and defines the ongoing process that will be used to monitor implementation progress.

IMAGINE AUSTIN Comprehensive Plan
Draft for Review
February 10, 2012

CHAPTER 2: Experiencing Austin: Who Are We Today?

Austin is an exemplary city. We are a state and national leader. A city filled with entrepreneurs and innovators. A funky, offbeat destination. A city of compassion and environmental responsibility. A beautiful, accepting community.

We also know that we face real challenges and we have to define and measure our current successes and deficiencies. What are we getting right? Where are we falling short? Through a detailed look at the city as it exists today, we can decide what works and what can be done better. This analysis will identify gaps and lead to questions resulting in new solutions. The Austin of 2012 will be the baseline against which our success in achieving the plan's vision will be measured.

We Are a Unique Community

Our progressive spirit, environmental ideals, and innovative character distinguish us from other metropolitan areas in Texas. Many of the city's policy choices show an early understanding of growth and economic issues that many Texas cities only recently have begun to address. This contrast has enhanced Austin's community identity, creating a strong sense of our uniqueness in relation to the rest of the state and the nation.

Austin's Historical Context

Before it was Austin, the future capital of the State of Texas was a small settlement on a bluff overlooking the Colorado River named Waterloo. In 1839, it became the capital of the Republic of Texas and renamed in honor of the "Father of Texas", Stephen F. Austin. Austin was selected as the capital city due to its steady water supply, hills, pleasant surroundings, and central location within the state. Already the seat of state government, Austin became an educational center in the 1880s with the establishment of the University of Texas. The government and educational sectors became mainstays of the local economy and began attracting people from across the state.

Unfortunately our history also includes a story typical of many American cities: slavery followed by legally-enforced racial inequalities. Past land use planning contributed to the divide within Austin. The city's 1928 *A City Plan for Austin, Texas* strongly reinforced racial segregation by designating an official "negro district." This district was created to address the "race segregation problem" by calling for:

> all facilities and conveniences be provided the negroes in this district, as an incentive to draw the negro population to this area. This will eliminate the necessity of duplication of white and black schools, white and black parks, and other duplicate facilities for this area.

Almost fifty years after the landmark Civil Rights Act of 1964, we still have reminders of our segregated past in our residential patterns and economic landscape.

The city we know today had its beginnings in the last half of the 20th century. Confronted with serious economic and environmental problems, the choices made to address these difficult issues transformed the city. In the 1950s, 1960s, and early 1970s, Austin experienced a population boom, growing over 35 percent each decade. However, the city's economy did not grow at the same pace. To address this disparity, Austin's leaders strategized on how to expand the economy. This resulted in new directions that leveraged the city's role as an educational center to attract high-tech employers such as IBM. Our new economic identity was a progressive one, dependent upon innovation and a highly-skilled and educated workforce.

During the early 1970s, an overtaxed electrical grid caused a series of major brownouts. These brownouts, coupled with the rising price of natural gas and the national energy crisis pointed to the need for new sources of electricity . To supply the needed electricity, coal-fired energy plants were constructed as an alternative to natural gas. Following a close election in 1973, voters approved the City of Austin's participation in a partnership to construct a new nuclear power plant, the South Texas Nuclear Project. Major cost overruns and project delays, nuclear energy issues generally, and pollution caused by coal-fired power plants proved highly divisive. In 1981, Austin voters authorized the sale of the City's 16 percent share in the project, though no buyers could be found. The issues associated with nuclear energy and the concerns over the pollution and greenhouse gas emissions of coal-fired plants colored by Austin's "green" sensibility, led to the development of alternative energy sources and increased energy efficiency programs.

During the 1980s, elements of the city's character began to change further. Multi-family construction experienced a marked increase over previous decades, resulting in a number of sprawling "apartment cities" located throughout the city. Two major high tech research consortium companies, Microelectronics and Computer Technology Corporation and Sematech opened in Austin. By the early 1990s, the region had about 400 high-tech manufacturers. Throughout that decade, Austin's population grew at phenomenal rates, which led to concerted efforts to protect environmentally sensitive areas from development. These efforts are best exemplified by the passage of the Save Our Springs ordinance and initiation of the Balcones Canyonlands Conservation Plan. Austin's pursuit of economic transformation and its reaction to the local and national energy crisis catalyzed a new civic consciousness. Rapid population growth during the 1970s also created new transportation and environmental pressures as Austin struggled with the stresses of a growing city. We emerged from the decade with a new environmental focus and economic direction that form the cornerstones of our current sustainability principles. Well before most Texas cities recognized connections between livability and sustainability, we were at the vanguard of the "green" movement.

Celebrating our creativity (by branding Austin as "The Live Music Capital of the World," for example) has attracted talented, artistic, and entrepreneurial individuals, contributing to our eclectic small business community and the growth of the creative and technology sectors. We have confronted difficult issues and taken risks that have set us apart.

Austin is also a place where the funky and offbeat are accepted and celebrated. These qualities attract people from across the country who are looking for a place where they feel comfortable and one that provides opportunities not readily available in most other cities. The spirit of acceptance extends across the spectrum to include people of all faiths, ethnicities and races, sexual orientations, political leanings, and personal interests. The spirit of creativity and acceptance has created a place where people want to be and has set the stage for our current and future economic success.

POPULATION AND HOUSEHOLDS

We are a growing city, becoming more diverse, older, and urban.

Key Facts/Trends

Population

- Austin's population grew by 20 percent between 2000 and 2010, making it the 14th most populous city in the US. About two-thirds of this growth is attributable to natural expansion (more births than deaths) and new residents moving into Austin, while about one-third of the new population was added through annexation.

- Austin added an estimated 21,635 people between 2010 and 2011 to reach a total population of 812,025.

- Austin's share of the Austin-Round Rock region's population has been declining. In 1960, 65 percent of the region's population lived within the Austin city limits; however, by 2000, this had dropped to 52.5 percent, and by 2010 it dropped to 46 percent.

- Austin's planning area (city limits and the extraterritorial jurisdiction; see Figure 2.1) is projected to add approximately 750,000 more people by 2039.

Households

- Proportionally, Austin has far fewer family households (two or more people residing together who are related by birth, marriage, or adoption) than Texas as a whole, but a similar percentage of married-couples-with-children households. In 2010, only 52 percent of Austin households were family households, and of these, 34 percent were married with children. In comparison, in 2010, 70 percent of Texas households were family households; 34 percent were married with children.

- In 2010, over 48 percent of Austin households were non-family households. Seventy-one percent of these were single-person households.

Age distribution

- Austin is a young city. In 2010, over 57 percent of the population was under 35 years old, and over 72 percent was under age 45. The largest age group is 25-34 year olds, which is over one fifth of Austin's population.

- The Baby Boom generation reaching retirement age is having an impact on Austin. The largest rate of growth since 2000 has been in those age groups of 55 and older. In the past decade, Austin saw an 84 percent increase in residents aged 55-59, a 97 percent increase in residents aged 60-64, and a 52 percent increase in residents aged 65-69.

- Significant growth has occurred in other age groups. Austin's youth and senior populations have grown since 2000. In the past decade, Austin has experienced a 23 percent increase in children under age 10; a 26 percent increase in residents aged 80-84; and a 31 percent increase in residents aged 85 and above.

Racial/ethnic composition

- The racial and ethnic composition of the city has changed over the past decade. In 2010, non-Hispanic whites comprised a smaller proportion of the population, 48.7 percent compared with 52.9 percent in 2000.

- The Hispanic population increased, rising from 30.5 percent in 2000 to more than 35 percent in 2010. Eighty-three percent of these residents were of Mexican origin.

- Austin's Asian population also increased, with its share growing from 4.7 percent in 2000 to 6.3 percent in 2010.

- The proportion of African-Americans in Austin decreased from 9.8 to 7.7 percent over the past ten years. This reflects a decline in the total African American population in Austin. Despite this, the region's African-American population grew over the same period.

- Almost 20 percent of Austin residents are foreign-born. Over half come from Mexico and about a quarter from Asia. Of those born in Asia, the majority are from India, followed by Viet Nam, China, and Korea.

Median Incomes and Cost of Living

- Median incomes in Austin are higher than most other Texas cities. In 2009, Austin's median household income was $50,132 and the median family income was $62,153; while for the state, the median household income was $48,259 and the median family income was $56,607.

- The Austin-Round Rock metro area's cost of living is similar to other major regions in Texas. For example in 2011, the Austin region had an estimated cost of living index of 93 (compared to a national average of 100, 96 in Dallas, and 91 in Houston); however when compared to peer metro areas across the country, the cost of living is even more affordable. Comparable regions such as Portland, Oregon (111), Seattle, Washington (120), and San Diego, California (131) had higher index scores indicating a higher cost of living.

Poverty

- In 2011, 21 percent ,of Austin's residents lived below the poverty line. Almost one-third of all children under the age of five lived in poverty. Nearly ten percent of the city's residents over the age of 65 lived in poverty. The 2011 Federal poverty level for a family of four is $22,350.

- Nearly 83 percent of Austin children under age 5 living in poverty in 2010 were Hispanic. Over 45 percent of Hispanics under age 5 live in poverty.

- Twenty-seven percent of the individuals in poverty in 2010 were foreign-born. Thirty-seven percent of individuals living in poverty resided in households where the household head had not received a high-school diploma.

- Additionally, 40 percent of Austin residents earned less than 200 percent of the federal Poverty Level in 2010.

- The 2011 Point In Time count conducted by the Ending Community Homelessness Coalition identified 2,357 homeless individuals. Of these, 1,681 were single adults; the rest were households including at least one child.

Educational attainment

- Austin's population is well-educated. In 2010, forty-four percent of residents aged 25 and older had at least a bachelor's degree, and almost 16 percent had a graduate or professional degree. These rates are much higher than the state as a whole: in 2010, only 26 percent of all Texans 25 and over had at least a bachelor's degree, and nine percent had a graduate or professional degree.

- In 2010, 14 percent of Austin residents aged 25 and older did not have a high-school diploma.

- If no intervening actions are taken, the percentage of Austinites with post-secondary education levels is expected to decline from 65 percent to 55 percent by 2040. The cost to Austin will be a loss of $2.4 billion in annual income due to reduced career opportunities and earning capacities. []

What Does It Mean? – Population and Growth

- Population projections show that Austin will almost double in population in thirty years. This will place heavy demands on infrastructure, resources, and services. Some of this growth will occur through annexation of unincorporated areas, but much of the growth will need to be accommodated through development within the city.

- Austin still has strong patterns of racial, ethnic, and income segregation.

- The increase in the number of older residents, aged 55 and above, has generated greater demand for services, different housing options, and amenities.

- The growing number of young children will affect Austin's school districts over the next decade.

- The large number of younger, educated residents such as married couples without children and single-person households, may signal increasing demand for housing other than single-family detached units. Many of these people already live in the urban core, and an increased demand for urban living may be met with redevelopment that includes townhouses, condominiums, and apartments.

- Services to address poverty and limited job skills are needed in Austin.

- Median household and family incomes may be higher than those of the rest of the state, but Austin's high housing and transportation costs may consume greater proportions of household budgets (relative to other Texas cities).

Data sources: 2009 American Community Survey, 2010 Census, City of Austin Community Inventory, Kiplinger Cost of Living Index (from Bureau of Labor Statistics, Census, Martin Prosperity Institute).

HOUSING AND NEIGHBORHOODS

We have a variety of neighborhoods but limited housing choices, and our housing costs are rising.

Key Facts/Trends

Housing units

- In 2010, Austin had an estimated 354,241 housing units. Total housing units increased by 28 percent from 2000 to 2010.

- Single-family detached housing made up about 46 percent of total housing stock in 2010. Between 2000 and 2010, the proportion of single-family detached remained about the same, while the percentage of multi-family housing in 10-19 unit buildings increased and the percentage in 20 or more unit buildings decreased.

Home Ownership

- Austin has lower rates of homeownership than Texas: in 2010, 67 percent of Texans owned their own homes while 50 percent of Austinites were homeowners. However, Austin had higher rates of homeownership than Dallas (46 percent) and Houston (49 percent).

- Hispanic and African-American households have lower homeownership rates than White and Asian households. In 2010, 53 percent of White households and 41 percent of Asian households were homeowners, but only 34 percent of Hispanic households and 32 percent of African-American households owned their homes.

- Seventy percent of Austin's married households own their home, compared with 32 percent of single-person households in 2010. Younger singles under age 35 were much more likely to rent.

Housing values/affordability

- Over the last ten years, median housing costs have risen by 85 percent, while household incomes have grown at a much lower rate. Between 1998 and 2008, the median single-family house price increased by almost 90 percent ($129,900 to $240,000) while the percentage of all single-family houses considered affordable declined from 42 to 28 percent. During the same period, Austin's median family income increased by only 36 percent.

Assessed property values have generally increased in Austin between 1995 and 2010, with declines in 2004 and 2011. Despite a generally declining property tax rate over that period, total taxes paid have risen, substantially in some parts of Austin.

Rents

- In 2010, Austin's median rent was $901. This is higher than the 2010 Texas median of $801 and a 24 percent increase since 2000. Due to tighter capital markets caused by the recent recession, the current supply of apartments has not kept up with demand causing a marked increase in rents that is expected to continue into the middle of this decade.

- Some affordable apartment rental units have been converted to condominium use contributing to a shortage of units in the rental housing market, especially for households with incomes less than $20,000.

Housing cost burden

- Rising housing prices impose higher monthly costs on Austin's households. In 2010, 30 percent of homeowners paid more than 30 percent of their incomes in housing costs and 12 percent paid more than 50 percent.

- Austin's renter population is particularly affected by rising housing costs. In 2010, 53 percent of renter households were paying 30 percent or more of their incomes in rent. Twenty-nine percent were paying 50 percent or more for rent. This is an increase from 2000, when 42 percent of renter households paid more than 30 percent of income in rent and 20 percent paid 50 percent or more for rent.

Neighborhoods

- Austin's neighborhoods built prior to World War II are characterized by mixed housing and lot sizes, interconnected streets, diverse architectural styles, and compact character. These neighborhoods typically have a school and park within their boundaries.

- Neighborhoods built since the late 1950s are more uniform in size and character and are designed in a fashion that increasingly requires an automobile in order to travel between home, work, shopping, and services.

- There are a growing number of neighborhoods throughout Austin where immigrants, largely from Latin America, are increasingly settling. Language and cultural differences between this growing community and the rest of Austin has led to isolation, which makes it difficult for the City to provide these residents with critical services such as basic infrastructure maintenance, building code enforcement, emergency response, public safety, and health services.

- In the last ten years, neighborhoods in east and south Austin where market values have been historically lower than other Austin neighborhoods have seen new development, reinvestment, and revitalization. This trend has raised the issue of long-time, often less affluent residents being displaced by more affluent residents.

- Some residents are concerned about the real and perceived effects of new development on the character of older, inner-city Austin neighborhoods.

- In 1997, the City of Austin initiated a neighborhood planning program; to date, 48 neighborhood planning areas have completed the process and adopted neighborhood plans (see Appendix D). These plans cover about 16 percent of land area in the planning area and 52 percent of the population in the planning area.

What Does It Mean? – Housing and Neighborhoods

- Housing costs are rising in many close-in neighborhoods. As a result many long-time residents of Austin, particularly low-income renters, are finding that they no longer can afford to stay.

- As the Austin housing market has become more expensive, the geographic distribution of units affordable to households earning 80 percent or less of the local median family income has changed. Housing options for moderate and low-income households have moved to increasingly distant suburban areas of Austin, which in turn increase transportation expenditures.

- Austin is a majority renter city due, in large part, to the significant numbers of college and university students, recent graduates, and other young people who live here. This demographic bulge, as well as the needs of other Austinites of more modest means, highlights the need for more affordable rental housing. This demographic group has also demonstrated a market preference for more urban amenities and lifestyles.

- Higher housing costs and slower-growing household incomes may prompt many families to rent rather than purchase a home.

- High demand for rental units translates into demand for housing products other than single-family detached homes.

- To accommodate the increasing diversity of Austin-area households, more housing options and designs will be needed to address our demographic changes.

- Infill development and redevelopment in centers and along major roadways will be needed to meet the growing demand for higher-density, closer-in affordable housing. Creating harmonious

transitions between adjacent neighborhoods is an important component of the development process.

- As the city's housing stock ages, home repair costs will create additional burdens on low to moderate-income residents. Home repair services can help low-income households stay in their homes, mitigating gentrification pressures in historically low-income neighborhoods near the urban core.

- Austin has a growing population of people without homes. Both housing and services are necessary to help these very low income residents transition to stability.

Data sources: 2009 American Community Survey, Real Estate Center at Texas A&M University, City of Austin Community Inventory

LAND USE

We continue to rapidly urbanize, largely developing outward on lower-cost land in lower-density suburban patterns.

Key Facts/Trends

- Over the last sixty years, the growth dynamic in Austin and the surrounding region has been characterized by increasing population, rapid urbanization of land, and outward expansion. Between 2000 and 2010, Austin's land area grew by more than 19 percent.

- During the past decade there has been a modest trend of infill development and redevelopment in established areas of Austin; however, the pace of urban core development lags far behind new development in suburban areas and beyond.

- In 2010, Austin was more dense (2,653 persons per square mile) than in 2000 (2,477 persons per square mile) but it remains less dense than most major cities in Texas as well as our peer cities across the country.

- Single-family residential and open space makes up the largest percentage of "developed area" in the city and extraterritorial jurisdiction (see page 34). Not surprisingly, the percentage of acreage classified as undeveloped and large-lot single-family decreased from 2003 to 2010.

- The percentage of total developed area increased from 53 percent in 2003 to 64 percent in 2010, while the total percentage of undeveloped and large-lot single-family land decreased. Total land area increased as a result of annexation during this period.

- Although 38 percent of Austin's land area is classified as "undeveloped," much of it has environmental constraints, such as floodplains or steep slopes, or is in large-lot single-family use. In 2009, approximately 73,000 acres were undeveloped and had no environmental constraints. However, of this undeveloped acreage, only 1,581 acres were located in urban watersheds. Over 50,000 acres of undeveloped land with no environmental constraints are located in suburban watersheds in the eastern part of the city.

Historic Preservation

- Austin has designated over 550 local Historic Landmarks. These are properties which have architectural, historical, archaeological, or cultural significance. This designation rewards property owners with a tax exemption in exchange for regulation of the property. Owners must maintain the property's architectural integrity and are required to apply for a Certificate of Appropriateness for exterior changes.

- In 2007, Austin amended the Land Development Code to allow Local Historic Districts. These districts include groups of related architecturally and historically significant properties. Property owners within a district must apply for a Certificate of Appropriateness to make exterior changes to these properties. To establish a district, more than 50 percent of the affected property owners must agree. Austin has designated three local historic districts: the Harthan Street Historic District, the Castle Hill Historic District, and the Hyde Park Historic District.

- Austin has 190 properties designated as Recorded Texas Historic Landmarks. This is a state-level designation awarded by the Texas Historical Commission to properties of local, regional, and/or state significance. The designation carries legal protection for the exterior of the historic property, with required review for any proposed exterior alterations. Recorded landmarks are eligible for state preservation grant funds and also qualify owners for technical assistance.

- Austin contains 164 historic properties and 15 historic districts listed on the National Register of Historic Places. This is an honorary designation recognizing properties of greater-than-local significance. The City, however, adopted regulations preventing National Register properties from being demolished without an approved permit.

- Austin is home to a number of history-related museums that include the Bob Bullock Texas State History Museum, the Republic of Texas Museum, the Lyndon Baines Johnson Library and Museum, the French Legation Museum, and the Austin History Center. Two University of Texas facilities operate as historic research centers: the Harry Ransom Center and the Center for American History.

Susceptibility to Change Analysis

Given the city's population and employment projections for the next three decades, it is clear that Austin's existing land use pattern must change to accommodate this growth in a more sustainable manner. To inform the comprehensive planning process, an analysis was conducted to determine which areas of the city have the greatest likelihood of developing or redeveloping (Figure 2.4). The analysis considered factors such as zoning, pending development cases, road access, availability of other infrastructure, and other indicators of redevelopment potential. In general, the analysis found that:

- Areas most likely to change are concentrated in a north-south axis, particularly from downtown Austin north to Williamson County, between Loop 1 and SH 130.

- Areas in the eastern and southern portions of the city and its extraterritorial jurisdiction are moderately susceptible to change.

- Areas in the western portion of the city and its extra-territorial jurisdiction are least susceptible to change.

What Does It Mean? – Land Use

- Very little undeveloped land is available within the city's urban core. In the absence of policy or regulatory changes, new growth will likely occur in outlying areas where land values are lower.

- Total developed land is increasing. As land values in suburban areas are rising, owners are selling undeveloped or agricultural land as a result of higher property taxes or returns.

- Growth within the city's urban core will involve redevelopment and increases in density.

- As a governmental and educational center, Austin has a large percentage of institutional uses. These uses are not likely to change.

- Austin has an active historic preservation program.

- The city has a substantial amount of agricultural land that may be converted to other uses as land values rise.

- Generally, less intensive land use changes will occur in the western part of the city due to environmental constraints.

Data sources: 2009 American Community Survey, City of Austin Community Inventory, City of Austin GIS

TRANSPORTATION

We are experiencing increasing traffic congestion and transportation costs. There is a renewed interest in creating a system incorporating all transportation choices.

Key Facts/Trends

Transportation Costs

- The average household in the Austin-Round Rock region spends 23.3 percent of income on transportation costs. Austin's transportation expenditure falls within the range of comparable cities such as Dallas (22.6), San Diego (22.9), Portland (23.7), Nashville (25.4), and Seattle (25).

Transportation Modes and Travel Time

- In 2009, 73 percent of Austin's working population drove alone to work and 10 percent carpooled. This rate of car usage, however, was less than Houston, Dallas, San Antonio, and the state of Texas as a whole. Motorists in Austin who drove alone to work earned approximately 1.2 times Austin's median household income.

- During the same year, five percent of Austin's working population rode a bus to work, one percent bicycled, and 2.3 percent walked. Workers choosing these modes of transportation earned approximately 60 percent of Austin's median household income.

- In 2009, the majority of Austin's workers had commutes of 30 minutes or less, generally shorter than those in Houston, Dallas, or peer cities such as Seattle or San Diego.

- A 2008 Brookings Institution study found that between 2002 and 2006 Austin led the nation's largest metropolitan areas in reducing the number of vehicle miles traveled. During this period, Austin's vehicle miles traveled per capita decreased more than 12 percent. In 2006 the city's vehicle miles traveled per capita (4,974 miles) ranked 77th out of 100, which was much less than that of Raleigh (17th), Minneapolis (58th), and Seattle (64th)

Roads/Highways

- Austin's major highways have shaped growth patterns in the city and its extraterritorial jurisdiction. Interstate 35 facilitated Austin's north-south development orientation and also created a physical barrier between east and west Austin. Other freeways and arterials that are part of the highway pattern, such as the Loop 1 (Mopac Expressway), Loop 360, U.S. 290, U.S. 183, and State Highway 71, led to lower density development spreading away from Austin's urban core.

- Older freeways, including Interstate 35 and Loop 1, have reached their capacity.

Transit

- Capital Metro operated 83 bus routes in fall 2011, including regular, commuter/express, university, and late night buses. Weekday ridership averaged 131,440 boardings.

- Opened in 2010, Capital Metro's MetroRail line (the Red Line) has nine stations and extends from downtown Austin to the City of Leander. Ridership in Fall 2011 was approximately 1,800 boardings.

Bicycle/Pedestrian

- The Bicycle Master Plan recommends 900 miles of bicycle lanes (130 miles exist) and 350 miles of multi-use trails (50 miles currently exist)—when the plan is fully realized, there will be bicycle lanes on 21.3 percent of Austin's roadways.

- Since adopting the Bicycle Master Plan in 2009, the Bicycle Program has installed about 15 new and improved bicycle lane miles per year.

- The Sidewalk Master Plan indicated that there were approximately 3,500 linear miles of roads without sidewalks. About 10 percent of these gaps in the sidewalk network are along arterials with the remaining 90 percent along collectors or residential streets.

Recommended Improvements in Existing Plans

- The Capital Area Metropolitan Planning Organization's 2035 Regional Transportation Plan recommends $3.6 billion in regionally funded roadway projects, $2.9 billion in public transportation projects, and $444 million in bicycle and pedestrian projects. Projects are prioritized based on funding availability.

- Prompted by the inability of the gas tax to provide sufficient revenue to support expansion of the freeway system, recommended highway improvements in Texas center on toll roads. In the Austin area, these include the northern Loop 1 extension, State Highway 45, State Highway 130, and the U.S. 183A Expressway.

- The Lone Star Rail District proposes a regional commuter rail line paralleling Interstate 35 between San Antonio and Georgetown. An additional commuter rail line (the Green Line) is planned to provide service between downtown Austin and Elgin. In addition, the City of Austin is exploring the possibility of a rail line serving Central Austin and connecting to other transit systems.

- The Austin-Bergstrom International Airport Master Plan projects passenger activity to double from 2007-2026 (8.7 M-17.5M). There are also future plans for a third runway as traffic increases.

What Does It Mean? – Transportation

- Transportation infrastructure responds to and shapes growth. Austin's sprawling development away from the urban core is partially the result of transportation decisions that prioritized highway

construction. As a result, the city and region has been slow to develop a comprehensive transit system. Limited commuter rail and bus service to suburban areas has stressed the area's highway system, due to few transportation options beyond the car.

- The absence of a strong transit system makes it more difficult for Austin to encourage efficient land use patterns.

- Despite Austinites' limited transportation options, residents and workers are less auto-dependent than those in other major Texas cities.

- In 2005, about 7 percent of households did not have access to a vehicle and 43 percent had one vehicle available. Transportation choices other than an automobile can provide lower-cost options; however, transit route and service limitations and gaps in sidewalk and bicycle networks can increase travel times and reduce access to jobs and services throughout the greater Austin area.

- In the past decade, Austin has worked to change the focus of its transportation policies and has improved its growing transit, bicycle, and sidewalk network.

- The average household in the Austin region spends one-quarter of its income on transportation, contributing to unaffordability in Austin and the region.

Data sources: 2009 American Community Survey; City of Austin Community Inventory; Capital Area Metropolitan Transportation Organization; Capital Metropolitan Transit Authority; Bureau of Labor Statistics; Brookings Institution, "The Road . . . Less Traveled: An Analysis of Vehicle Miles Traveled Trends in the U.S." (2008); CNT Housing and Transportation Affordability Index (2010).

ECONOMY

We have a thriving economy, resilient due to its diversity and entrepreneurial spirit; however, we need to prepare our workforce to adapt to emerging employment sectors and technological changes.

Key Facts/Trends

Labor Force

- Between 1990 and 2010, Austin's labor force grew by more than 50 percent – or more than double the national rate.

- Austin's unemployment rate was 7.4 percent in September 2011, the highest in twenty years. However, this was lower than the Texas rate of 8.5 percent or the US rate of 9.1 percent. [In 2010, over 72 percent of Austin's population over the age of 16 was in the workforce.

- Among the working adult population, African-Americans had the highest unemployment rate, 13.4 percent. Unemployment was also related to levels of educational attainment, with those with less than a high school degree or G.E.D. experiencing greater unemployment (13.9 percent) than those completing college (4.6 percent).

- The percentage of Austin's workers with college degrees continues to rise and is far above the rest of the state.

- Almost 20 percent of adults older than 25 have begun but not completed a college education.

- Young professionals aged 25-44 comprises 34 percent of Austin's population. This group is recognized as a vital part of the city's creative sector, which includes art, film and visual media, gaming and digital media, and music, and serves as a strong driver of innovation and a significant consumer of urban amenities.

- The Capital Area Metropolitan Planning Organization (CAMPO) projects that Travis County will have over one million jobs by 2035. Most of these will be located in Austin, and Austin's downtown will still be a regional employment center, but many employers will locate in outlying areas along major highways.

Employers/Business Sectors

- Gross domestic product in the Austin-Round Rock region grew by 65 percent between 2001 and 2010 (from about $52 to $86 billion). Even after adjusting for inflation, the Austin region's gross domestic product rose by 34 percent during this period.

- Business formation growth was strong between 2001 and 2010. The total number of establishments in the Austin region grew by 34 percent.

- The largest employers in the greater Austin area in 2009 include government, universities, and technology, warehouse and distribution, and health care.

- Since 2000, Austin has experienced significant increases in multiple job sectors: health care; professional and management; and arts, entertainment, and food. During the same period, the number of manufacturing jobs decreased by over five percent.

- The State of Texas faces a critical shortage of healthcare professionals.

- The Austin region is consistently regarded as one of the top regions in the nation for small business. Small businesses grew by 1.5 percent between 2007 and 2008 (the most recent period for which statistics are available), at a much higher rate than any other region (no other region had a growth rate higher than 0.6 percent).

- Austin's traditional high-tech base is being forced to move into other sectors. As "offshoring" continues to affect the manufacturing and electronics base, the city is refocusing on other high-tech industries such as medical and life sciences; clean energy which includes sustainable design and building, smart grid technologies, solar energy; creative industries such as gaming, digital media, film, post-production; data centers; and professional services and corporate headquarters.

- The clean energy sector presents a key growth and job creation opportunity. The city has emerged as a center for clean energy technologies, with a supportive local utility and forward-thinking public policies focused on sustainability.

- The majority of employment growth within Austin over the next twenty years is projected to occur in the eastern part of the city (extending out to SH-130).

Wages

- Average salaries for Austin workers indicate the existence of high-wage industries in the city. However, Austin's wages do not compete with those of east and west coast metropolitan areas.

- In Travis County, a household with one adult and one child must earn an hourly rate of about $17.00 in order to pay typical monthly household expenses. Typical hourly wages in food preparation, personal care, farming, construction, production, and transportation and shipping are below this.

Commercial Real Estate Market

- The Austin region added over 12 million square feet of total office space between 2002 and the third quarter of 2011. The construction of new office space slowed significantly in 2009; however, the third quarter of 2011 has seen an uptick, with the net absorption of over 644,000 square feet of office space. Vacancy rates remain high, particularly in suburban office space. In the third quarter of 2011, office space in the Central Business District had a 13.7 percent vacancy rate and suburban office space had a 16.5 percent vacancy rate. For the entire Austin region, vacancy rates in the third quarter of 2011 for Class A office space were 18.6 percent and vacancy rates for Class B office space were 12.7 perecent.

- Austin's percentage of the region's office space has dropped as more suburban spaces have been constructed.

- Most of Austin's retail growth since 1960 has occurred outside of the Central Business District, but more has been leased in Central Business District since 2005 than in the last 40 years.

- Austin's share of regional retail sales has been declining over the past decade. In 2002, 63 percent of all retail sales occurred in the city; however, by 2010, this figure had dropped to 54 percent.

What Does It Mean? – Economy

- Suburban commercial and office development is diminishing Austin's position as the regional economic leader.

- The government, technology, medical, and institutional sectors form the base of Austin's economy.

- Austin's highly-educated workforce makes the city attractive to high-growth companies seeking to relocate or establish operations in the greater Austin area.

- Austin's economy continues to produce professional and skilled service jobs. However, access to these jobs is limited for many minorities and individuals with lower educational attainment.

- Austin's creative sector is key to our continued economic growth.

- There are many factors that make Austin an ideal environment for small business growth: high amounts of venture capital funding, a well-educated and young population, a creative/independent spirit that strongly favors originality and local businesses versus national big-box retail stores.

- Austin's lower wages (relative to other major U.S. cities) creates an impediment to attracting talented workers who perceive that they can secure better pay elsewhere.

- Entrepreneurship and the ability of existing businesses to adapt to new technologies will continue to drive Austin's economy.

- Investment is needed in workforce development programs that address shortages in critical healthcare professions and blue-collar workers.

ENVIRONMENTAL RESOURCES

We are rich in natural resources, but the effects of development and climate change put them at risk.

Key Facts/Trends

Biodiversity

- Austin lies at the boundary of four physical geographic regions: the Edwards Plateau ("Hill Country"), the Rolling Prairie, the Blackland Prairie, and the Colorado River Terraces. The city contains a variety of terrains, soils, habitats, flora, and fauna due to its location within numerous transition zones.

- The region has diverse plant and animal habitats that transition from east to west. The karst landscapes of the Balcones Escarpment and Edwards Plateau are home to many unique, endangered species of birds, salamanders, and invertebrates, some of which are listed as endangered under federal law. Austin is also located beneath the Central Flyway for North American bird migration.

Water Resources

- Austin is known for its creeks, rivers, lakes, and springs and includes such landmarks as Barton Creek, Barton Springs, Bull Creek, Lady Bird Lake, Lake Austin, and the Colorado River. The area covered by the comprehensive plan, Austin and its is extraterritorial jurisdiction, is situated within 76 watersheds within the Colorado River basin, the Brazos River basin, and the Guadalupe River basin. This area encompasses 396,395 acres out of the 983,001 total acres of the 76 area watersheds.

- The Colorado River provides the majority of Austin's water supply. The city has contracts for a "firm" supply of raw water or water that has not been treated and purified available even during dry periods or drought to meet demand at least through 2050.

- The Edwards Aquifer, one of the most important and sensitive aquifers in Texas, feeds a number of springs in Austin, including Barton Springs and its pool. Portions of its 500-square mile recharge zone extend on a north-south axis through the western part of the city and underlie approximately 42 percent of the city's land area.

- Austin has a decades-long history of regulations to protect its water supply. Current regulation includes the Drinking Water Protection Zones ordinance (approved in 1997) for watersheds that drain to Lake Travis, Lake Austin, and Barton Springs. Nearly 37 percent of the city's land area is included in one of the three drinking water protection zones.

- Central Texas is often called "Flash Flood Alley" because of its intense storms and hilly topography with numerous creeks and wet-weather streams. During almost every decade over the past 100 years the city has experienced significant flood events.

- Between 1997 and 2006, the amount of impervious surface cover in Austin and its extraterritorial jurisdiction rose from 11 percent to 14 percent of total land area.

- Impervious surfaces are very restricted in the Drinking Water Protection Zone. Development in the Barton Springs portion of the Drinking Water Protection Zone is limited to 15-25 percent surface coverage, and impervious surfaces are limited to 20 percent in the Water Supply Rural watershed. However, there are significant tracts that are "grandfathered" from these requirements. In addition, regulations differ in Austin's urban and suburban watershed zone areas (i.e., impervious surface coverage is regulated by zoning districts in the urban watersheds zone and ranges from 45 percent to 90 percent in the suburban watersheds).

- Climate scientists predict that the Central Texas region could become warmer and drier.

Air Quality

- Central Texas is in compliance with all federal air quality standards. However, the region is in danger of exceeding ground-level ozone due to stricter federal standards. Air quality programs in Austin have primarily focused on the reduction of ozone levels.

- Ground-level ozone is Central Texas' primary air quality concern. Poor air quality affects our most vulnerable citizens by irritating the respiratory system, reducing lung function, and aggravating asthma.

- Vehicle engines, electric generation units, industrial facilities and many everyday activities create man-made sources of nitrogen oxides and volatile organic compounds, which form ozone when exposed to sunlight. In 2007, most (55 percent) nitrogen oxides result from mobile sources like cars, trucks, construction equipment, and lawn mowers. Most (78 percent) volatile organic compounds result from fixed area sources, such as industry, home heating, or forest fires. Central Texas is currently in compliance with federal air quality standards for ozone, though these standards may be revised in 2013.

Climate Change and Greenhouse Gas Emissions

- In 2010, the entire community within Travis County (including residents, businesses, and the governments) were responsible for emissions equivalent to 14.9 million tons of carbon dioxide (the standard measure for greenhouse gas emissions). Just over half of these emissions resulted from energy use; another third were the result of transportation; the rest resulted from waste and wastewater treatment. Per person, this was lower than the average Texan (equivalent to 15 tons of carbon dioxide for Travis County, versus 25 tons for Texans overall) and the average U.S. citizen (19 tons).

- In 2007, the City of Austin passed the Austin Climate Protection Plan resolution. Since then, Austin has reduced electricity output by the equivalent of 26,100 homes per year, committed to powering all city municipal operations and buildings with 100 percent Greenchoice power, organized and begun implementing Climate Action plans and teams across all city departments, and continues to focus on collaboration, education, mitigation, and innovation.

- Potential impacts of climate change in Central Texas include increased drought and severe weather events, elevated temperatures, more heat waves, and worsening air pollution.

- Regional cooperation is needed to more completely implement climate change solutions.

Open Space, Green Infrastructure, and Agriculture

- While much of the planning area is urbanized, some of Central Texas' most fertile soils are located throughout the Blackland Prairie and Colorado River Terrace regions.

- In 2011, within Austin and its extraterritorial jurisdiction, 33 small and medium-size farms selling in the Austin region cultivated over 87 acres of land for sale in the Austin region.

- Local farming enhances sustainability by increasing our local food supply, addressing the challenge of food deserts in certain areas of the city, and contributing to the local economy. Despite these benefits, the amount of farmland in Travis County decreased by 12 percent from 2002-2007, a loss that is likely attributable to both urbanization and farmland being taken out of production.

- Austin's urban forest—its tree canopy—is vital to water and air quality and helps mitigate the urban heat island effect. In 2006, Austin's tree canopy cover was estimated at 30 percent of its total land area. Areas with the highest coverage were found in the western part of the city near Barton Creek.

- The City of Austin is engaged in several programs to preserve sensitive lands and in 1998 began purchasing land for water quality protection. Austin Water Utility manages about 47,000 acres through the Wildland Conservation Division's Balcones Canyonlands Preserve Program and Water Quality Protection Lands Programs. Management of the wildlands toward a thriving ecosystem contributes to good water quality in our creeks, streams, and underlying aquifers.

What Does It Mean? – Environmental Resources

- Water supply and quality will be two of the most critical issues facing Austin as it adds population.

- The City of Austin controls a large portion of the land within area watersheds, which gives it some control over development within these sensitive areas.

- The likelihood of drought and storms adds to the vulnerability of the region's arid climate and reliance on rainwater to recharge the aquifer and to refill the Highland Lakes reservoirs. Higher temperatures may result in an increase in energy use to cool homes and businesses, resulting in more air pollution. Health risks and their related costs could also be associated with these potential impacts.

Data source: City of Austin Community Inventory, USDA Census of Agriculture

CITY FACILITIES AND SERVICES

We have invested in high-quality facilities and services throughout the city; however new development and a changing population are placing pressures on service delivery.

Key Facts/Trends

Public Safety and Emergency Services

- The Austin Police Department has over 1,669 sworn officers, 618 civilian positions, and a Fiscal Year 2010-2011 operating budget of $250 million. The City's full purpose jurisdiction is divided into four regions and further subdivided into nine sectors.

- The department's community-based approach to law enforcement puts the responsibility for local policing in the hands of region commanders, with centralized functions providing support for operations and investigations.

- The average response time to high-priority calls in 2010 was just under seven minutes.

- In 2010, Austin had one of the lowest violent crime rates of all U.S. cities with populations exceeding 500,000.

- The Austin Fire Department has over 1,000 firefighter and 67 civilian positions operating from 44 fire stations throughout the city and at the Austin-Bergstrom International Airport.

- The Austin-Travis County Emergency Medical Services serves the entire county and is jointly funded by the City of Austin and Travis County. It operates under a "third service" public safety model, separate from police and fire.

- Thirty paramedic stations with almost 400 state-licensed paramedics are located throughout Austin and Travis County.

Parks and Preserves

- Austin has over 35,000 acres of water recreation areas, parks, and preserves and exceeds national guidelines for acres of parkland per person.

- Austin's park area has doubled in size over the past two decades, but funding and maintenance has not kept pace with growth. The Parks and Recreation Department's operations and maintenance budget is $20 per capita which is lower than the national average of $91 per capita.

- Austin has more than 115 miles of trails, of which are 74 miles are hike-and-bike trails.

- An additional 26 parks and preserves are managed by Travis County.

- The Balcones Canyonland Preserve is a 30,428-acre system of endangered species habitat owned and managed by Travis County, the City of Austin, The Nature Conservancy, the Lower Colorado River Authority, and Travis Audubon Society.

- There is a need for more parkland within walking distance of homes in many established neighborhoods, particularly in far south, north-central, northeast, and southeast Austin, and a variety of parkland types, including neighborhood parks and wildlife habitat in the southwestern, northern, northeastern, and northwestern parts of the city and extraterritorial jurisdiction.

Library System

- The Austin Public Library System has 20 branch libraries, the John Henry Faulk Central Library, and the Austin History Center. In 2006, voters approved bonds for a new 250,000 square foot central library that is scheduled to open in 2014.

- Over 3.6 million people used the library system in Fiscal Year 2009-2010, including more than 700,000 computer login users.

- The library system has more than 1.3 million books, audiobooks, LPs, DVDs, CDs, e-books, and graphic novels. In FY 2010, the Library Department checked out more than four million items.

Potable Water and Drainage

- The Austin Water Utility directly provides treated water to approximately 850,000 people, with wholesale water sales to another 45,000 people, for a total service population of approximately 895,000.

- Austin Water owns and operates two water treatment plants that draw from Lake Austin with a combined treatment capacity of 285 million gallons per day, 46 pump stations, 38 treated water storage reservoirs, 3,651 miles of water main lines, and 25,300 public fire hydrants.

- A new water treatment plant and transmission main project is under construction. This plant will draw its supply from Lake Travis.

- Austin's firm water supply contract with the Lower Colorado River Authority is projected to meet the projected water demand at least through 2050.

- Austin's 2011 five-year average water use is 163 gallons per capita per day. City Council has set a goal of 140 gallons per capita per day or less by 2020 through water conservation.

- The City's top water conservation priorities, in order of ten-year estimated savings, include: water restrictions (6.16 million gallons per day), reclaimed water use (5.95 million gallons per day), utility water rates structuring (5.0 million gallons per day), and reducing water losses (4.8 million gallons per day).

- The Watershed Protection Department is responsible for the operation and maintenance of the municipal storm water conveyance utility systems for the city, which includes the area's natural water resources that form elements of the municipal storm water conveyance systems.

Wastewater

- The Austin Water Utility manages approximately 195,000 wastewater service connections, which in 2008 represented service to about 830,000 people.

- Austin Water owns and operates two central wastewater treatment plants: the South Austin Regional Wastewater Treatment Plant and the Walnut Creek Wastewater Treatment Plant. These two plants have a combined treatment capacity of 150 million gallons per day.

- In a typical year, three percent of the wastewater received at the city's wastewater treatment plants is treated and reused for non-potable uses. During 2009, Austin Water reclaimed and used almost 2 billion gallons of treated wastewater from its two central wastewater treatment plants and three smaller satellite treatment plants.

- The Austin Clean Water Program was completed in April 2009 and reduced sewer overflows from 13 million gallons in 2002 to less than 301,800 gallons in 2008 and removed 20 miles of sewer lines from creek beds.

Solid Waste

- Austin Resource Recovery is responsible for city-wide litter abatement and collection of discarded materials from approximately 164,000 residential customers, 235,000 anti-litter customers, and 2,600 commercial customers. Most multi-family residences, business, and institutions must contract with private haulers to collect and process discarded materials.

- Austin's residential and workforce populations discard about 1.4 to 1.5 million tons of materials per year. These discarded materials are either disposed of at landfills (about one million tons) or are diverted from the landfills for reuse or recycling. Austin Resource Recovery's customers contribute approximately 25% of these materials each year.

- The City of Austin closed its landfill and is now part of a regional system of four municipal solid waste landfills, two construction and demolition debris landfills, and fifteen transfer and citizen collection stations.

- Austin offers curbside recycling every two weeks to its customers. Nearly 70 percent of Austin residents living in single-family dwellings participate in curbside recycling.

- The primary sources of recyclable and organic resources are curbside recycling (46 percent), collection of yard trimmings and brush (38 percent), and private users of the Austin's materials recovery facility (17 percent). Compostable organics comprise over half of the total material discarded. It is estimated that the value of the materials currently sent to the landfill and lost to the local economy is over $40 million annually.

Energy

- Austin Energy serves 388,000 customers and a population of more than 900,000, including several communities outside of Austin's city limits. Austin Energy's 200 largest commercial and industrial customers provide about 34 percent of all revenues. AE also serves four municipal street and highway programs (powering street and traffic lights, for example) as well as more than 1,500 governments and agencies (including the City of Austin, State of Texas, Travis County, and the Lower Colorado River Authority).

Electricity customers by class

Customer class	Number of customers	Consumption
Residential	345,197	3,908,318,000
Commercial	41,825	4,350,912,000
Industrial	75	1,930,289,000
Street/highway	4	47,230,000
Other government	1,519	1,088,320,000

- As of September 2008, Austin Energy had approximately 2,760 megawatts (MW) of generation capacity, including facilities owned or co-owned and power purchased under contract. Purchased power resources include an additional 300 MW of summer-only power purchases through summer 2010. Austin Energy receives base load generation from the South Texas Project (nuclear) and the Fayette Power Project (coal). Austin Energy owns two natural gas-fired generation facilities—the Decker Creek Power Station and the Sand Hill Energy Center—both located in Austin.

- Austin Energy has contracts for the annual energy produced by 439 MW of wind turbines located in West Texas. The utility also receives 12 MW of output from two landfill methane gas projects, one located near Austin and the other in San Antonio.

- From 1982 through 2003, Austin Energy's conservation, efficiency, and load-shifting programs reduced peak demand by 600 MW. Since 2004, the utility has been working on a goal to reduce peak demand by an additional 700 MW by 2020.

- Austin Energy's 2020 energy resources plan calls for maintaining its current generation resources and its current conservation and load-shifting goal of 700 MW by 2020. To meet the remaining gap of approximately 238 MW of its projected load, the utility plans to add 300 MW of natural gas generation by expanding the Sand Hill Energy Center (100 MW of that total is currently under construction) and 912 MW of renewable.

- Austin Energy maintains over 5,000 miles of overhead primary and secondary power lines, 4,000 miles of underground primary and secondary lines, and 48 substations.

What Does It Mean? – City Facilities and Services

- Continued low-density suburban development can strain the city's public safety budget, as more development on the city's fringes will require additional police and fire stations to ensure adequate response times.

- The per unit costs associated with serving low-density, sprawling development with water and wastewater services are generally greater than those associated with denser, more compact development.
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- Creek flooding poses a recurring risk to public safety and property. Localized flooding threatens property across the city due to undersized, deteriorated, clogged, or inadequate storm drain systems.

- The city has an above-average amount of parkland, but funding for maintenance and upgrades has not kept up.

- More attention needs to be paid to creating smaller parks that are in or within walking distance of neighborhoods. The absence of these smaller parks means that many areas of the city are not adequately served by the park system.

- Austin's existing parks and trail system are amenities that should be considered in planning for infill in and redevelopment of urban core areas.

- As the city becomes more compact, there is a greater need to incorporate more urban play spaces for children in parks and other public places.

- Austin is a regional leader in conservation strategies, but it must be proactive in planning for supplying water and other municipal services to its rapidly-growing population.

- More residents and businesses need to be encouraged to recycle to reduce the amount of solid waste sent to landfills.

Data source: City of Austin Community Inventory

SOCIETY AND HEALTH

Rising housing and transportation costs, school quality, and access to healthcare, food, and social services are major considerations for families and residents living in Austin.

Families and Households

- Families make up a slim majority of Austin households (52 percent), compared with 62 percent in the Austin-Round Rock metropolitan area and 67 percent in the nation.

- Households with children declined substantially from 1970 to 1990. Since 1990, the proportion of households with children has held steady (slightly declining from 30.2 percent in 1990 to 29.5 percent in 2009).

- Households with children make up a smaller part of the population in the urban core, compared with the edge of the city and the extraterritorial jurisdiction. A number of factors contribute to this disparity: higher housing costs, fewer quality public schools, walking and biking safety, and access to key amenities such as parks and childcare. See map X-X for change in households with children from 2000 to 2010.

- Austin's non-Hispanic White population is composed of fewer households with children (20 percent), compared with African-American (36 percent), Asian-American (35 percent), and Hispanic (45 percent) households. However, the total number of White and Hispanic households with children is about the same.

Education
- Eleven school districts educate Austin-area students, with more than 170 schools within the planning area. Students also attend about 30 charter or alternative schools and more than 30 private schools.

- With more than 80,000 students, the Austin Independent School District is the largest educational provider for students grades K-12 within the planning area.

- All of the school districts in the Austin area have increased their enrollment since 2000.

- In 2009, 71 public schools in the Austin area were rated exemplary. Four, however, were rated academically unacceptable, all located in Austin's east side.

- Two area school districts Austin and Manor, struggle with drop-out rates, with district-wide rates greater than the state average. This is particularly an issue among African-American and Hispanic students. The drop-out rate in the Austin Independent School District is 12.6 percent for African-American students and 11.9 percent for Hispanic students, but only 3.5 percent for White (non-Hispanic) students.

- The high rate of teenage pregnancies in Austin and Travis County contributes to significant dropout rate of many area high schools.

- A further challenge for many students from low-income families is the need to change schools when they change residences. A 2010 study by the Austin Independent School District, Travis County, and City of Austin found high rates of student mobility at several schools in the east and northeast part of the school district.

- Colleges and universities are essential to Austin's identity. The city is home to the University of Texas (one of the largest universities in the nation), St. Edwards University, Huston-Tillostson University, Concordia University, and Austin Community College. There are about 100,000 college or university students in Austin.

- In line with other community colleges in Texas, 15 percent of full-time Austin Community College students go on to earn a four-year degree after six years.

- In 2010, over 4,800 educational programs were hosted by the Library Department. This includes free computer classes held at three public libraries.

Health and Healthcare
- From 1999 to 2008, the total mortality rate in Travis County was 774 deaths per 100,000 people. African-Americans experienced a significantly higher mortality rate (1,002 deaths per 100,000 people), while Hispanics experienced a lower rate (692 deaths per 100,000 people). Though these mortality rates are adjusted for the overall age of the population, the City epidemiologist believes that a generally older African-American population and generally younger Hispanic population continues to contribute to these differences.

- Diabetes, heart disease, and chronic lower respiratory disease result in about 29 percent of deaths in Travis County. These diseases also reduce Austinites' quality of life. Eight percent of Travis County residents suffer from diabetes, 5 percent from cardio-vascular disease, and 7 percent from asthma.

- Hispanics and African-Americans experienced higher rates of obesity and diabetes than the general population. Whites and African-Americans experienced higher rates of cardiovascular disease and asthma (with African-Americans experiencing twice the overall asthma rate).

- In 2010, 19 percent of Travis County residents who needed to see a doctor could not at some point because of cost. This rate was higher among Hispanics (24 percent) and African-Americans (23 percent). Similarly, while 89 percent of White residents had access to some kind of health care coverage, only 75 percent of African-American residents and 61 percent of Hispanic residents did. Less than 20 percent of Austin physicians accept new Medicaid or Medicare patients.

- While Texas continues to have a high rate of teenage pregnancy compared with other states, the incidence of teen pregnancy in Travis County has generally declined since the mid-1990s. Teen pregnancy has a disproportionate effect on communities of color: the birth rate for Hispanic teens is almost ten times higher than that of White non-Hispanic teens; the rate for African-American teens is two times greater.

- The Austin region is served by three major hospital systems: Seton Family of Hospitals (based in Austin), St. David's Health Care (based in Austin), and the Scott and White network (northern Central Texas region).

- The Travis County Healthcare District (created in 2004), doing business as Central Health, provides publicly funded healthcare services to the county's low-income residents through its Medical Access Program, a health plan with a network of healthcare providers. Benefits are available to families at or below poverty level through a limited provider network. Central Health also pays for discounted care through selected providers for individuals earning up to 200% of poverty level.

- CommUnityCare, a Federally Qualified Health Center with 21 locations around Austin and Travis County, provides primary medical, dental, and behavioral health care for families at a reduced cost based on a sliding fee schedule.

- The University Medical Center at Brackenridge provides hospital-based services when necessary and operates the only Level 1 trauma center in Central Texas.

- Dell Children's Medical Center of Central Texas is the only dedicated freestanding pediatric facility in the region.

- The Integrated Care Collaborative, a nonprofit alliance of health care providers in Central Texas, works to improve the healthcare delivery to the poor and people without health insurance and operates and manages the region's electronic health information exchange, the ICare system.

Public Health and Social Services
- The Austin/Travis County Health and Human Services Department provides public health, social, and environmental health services for Austin and Travis County and serves nearly one million residents. Working in partnership with the community, Health and Human Services creates and provides services that improve quality of life, lower morbidity and mortality rates, address social inequities, and prevent both contagious and chronic diseases. The department operates six neighborhood centers that provide social services for low- and moderate-income families. Services include child care programs, homeless assistance, day labor and employment programs, mental health and substance abuse services, programs for at-risk youth, services to seniors and persons with disabilities, and basic needs services. In addition, they provide the following services: vital records, emergency preparedness and response, regulatory and environmental health, immunization, women's and children's health, sexually transmitted disease, disease surveillance, and chronic disease prevention services.

- The Travis County Health and Human Services and Veteran's Services Department works to prevent homeless, domestic abuse, and communicable diseases.

- The City of Austin's budget for fiscal year 2011-2012 allocated $14.1 million dollars for social services funding.

- Austin's Animal Services manages one of the largest animal shelters in Central Texas, caring for more than 23,000 animals each year. <mark>In 2011, the City moved its animal shelter to new facility on Levander Loop and achieved "no-kill" city status.</mark>

- Austin is home to many not-for profit organizations but has a history of low rates of charitable giving.

What Does It Mean? – Society and Health

- Families with children are not necessarily staying in Austin. Rising housing costs, school quality, safety, available amenities, and educational costs are concerns for families.

- The two school districts serving the largest area in the extraterritorial jurisdiction (Austin ISD and Del Valle ISD) are facing challenges related to population growth, immigration/language needs, poverty, transient families, and sharply reduced funding from the State of Texas.

- Higher educational institutions are a major part of Austin's identity, history, and economy.

- Austin has a very active social service network. The Community Action Network is developing a set of priority indicators for children and youth to measure progress.

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- Design of the physical environment affects public health. Ensuring that new development creates walkable and bicycle-friendly communities with recreation opportunities can promote the health and well-being of Austin's residents and reduce risk factors associated with diabetes, heart disease, and obesity.

Data sources: City of Austin Community Inventory, Create Austin TXP, Inc.'s Economic Impact 2005 Study of Austin, and the Urban Institute's Cultural Vitality in Communities Study.

ARTS AND CULTURE

We are a leader in creative and artistic fields, but rising costs of living and working in Austin may affect the long-term viability of the arts community.

Key Facts/Trends

Arts/Cultural Events

- Austin is nationally renowned for its arts scene and has earned the nickname "The Live Music Capital of the World." The city is home to over 100 live music venues, multiple music festivals, 1,543 music-related businesses, and over 1,900 music acts.

- Austin has historically drawn large numbers of creative individuals fueling a strong experimental drive for a city of Austin's size. It has a growing film industry, a thriving gaming and digital media industry, a new works theater community, and serves as an incubator for emerging artists and entrepreneurs. Yet there is a concern by mid-career and mature artists that there are not adequate services, facilities or commerce to support them in their artistic endeavors; many move elsewhere as a result.

- There are over 35 museums in the Austin Museum Partnership (a consortium of museums) which includes arts, sciences, history, nature preserves, music, and government museums. The city's numerous museums and galleries include the Mexic-Arte and the Jack S. Blanton Museum. However, Austin does not yet have the iconic museums of other cities of the same size.

- The City of Austin's Park and Recreation Department serves over 650,000 people a year with arts, culture and nature programs at its facilities, including the Elisabet Ney Museum and the Zilker Botanical Gardens.

- In 2006, Austin ranked second in major U.S. cities in terms of the number of non-profit community celebrations, festivals, fairs, and parades per 1,000 persons.

- Austin has been commissioning award-winning public art projects through the Art in Public Places program since 1985; however, many of the projects are not well-known to residents and visitors.

- Theater and dance are significant contributors to Austin's creative economy (over $330 million in 2005). The city has over 32 theater venues, with many more theater companies and playwrights.

Economic Impact and Funding
- The creative sector (including music, film and visual media, not-for-profit performing arts, visual arts, and arts-related tourism) contributed 44,000 permanent jobs, $48 million in tax revenue, and over $2.2 billion in annual economic activity in 2004.

- Austin's music festivals are important to the city's economy. The 2011 SXSW contributed $167 million to the local economy; the 2011 Austin City Limits Festival is expected to contribute $73 million.

- The city's film, television, sports, and animation industries generate approximately $282 million annually and provide nearly 2,700 jobs.

- In 2006, residents approved a $31.5 million bond measure to support construction and renovation of seven of the City-owned arts and performance facilities. Yet there continues to be a perceived lack of affordable, accessible and/or appropriately equipped arts spaces.

- Over the last few years, the City of Austin's Hotel Occupancy Tax portion for the non-profit arts and culture groups and sponsored artists projects enabled the City to allocate approximately $5 million annually to 240 non-profit arts groups.

Arts Education Programs
- The Austin Independent School District, other school districts, and private schools operate arts education programs as an integral part of student learning and development. Nevertheless, students in all areas of the city do not have equal access to arts programming.

- In 2011/2012 the Austin Independent School District, the City of Austin, mindPOP (representing arts and cultural organizations), and the Kennedy Center's "Any Given Child" program have partnered to inventory arts education in K-8th grade in the school district, determine gaps and create a strategic plan.

- In 2010, the History, Art and Nature Division facilities provided 1,841 adult and children classes.

- While arts, film, and music education is strong in area universities and colleges, technology education is somewhat limited.

What Does It Mean? – Arts and Creativity

- Austin's live music and arts scene is a cornerstone of the city's identity.

- Creative industries are an important element of the city's economy and can be leveraged for additional economic growth.

- The arts and creative community struggles with issues of funding, affordable and appropriately sized performance and practice space, housing, health and healthcare, and quality of life issues.

- City and private funding for local arts facilities and programs is critical to the ongoing strength of the arts in Austin.

- Lower-income communities may not have adequate opportunities to participate in Austin's arts programs and events.

- Workforce development programs need to provide job training for technological, arts-related occupations.

Data sources: City of Austin Community Inventory, CreateAustin Cultural Master Plan

Developing a Regional Perspective

Austin has long been the hub of the Central Texas region. Our Central Business District is the "Downtown of Central Texas." Although Austin is the principal place where jobs and necessary goods, services, entertainment, and amenities are concentrated, the city's role as the only regional center has changed as increased suburban development pulled against this identity, reducing the city's share of employment, services, and housing.

This does not mean that we are losing our central position in the region. As the employment, educational, medical, and retail hub of Central Texas, we attract thousands of commuters, patients, shoppers, and visitors each day. Other communities may be gaining new retail, offices, and housing, but Austin's unique assets—our educational institutions, government facilities, hospitals and emerging medical districts, the Austin-Bergstrom International Airport, downtown, independent businesses, arts and entertainment offerings, and natural amenities—ensure that we will remain the regional leader for the foreseeable future. In many regards, the success and growth of the surrounding suburban communities is directly tied to Austin's past and continued regional role as the arts, entertainment, and economic center.

At an even larger scale, Austin is part of the dynamic, fast-growing Dallas/Fort Worth-San Antonio-Houston Texas Triangle "mega-region" (see Figure 2.6). We are responsible for working with our neighboring governments, and

larger cities like Dallas and San Antonio, to understand the complexity of regional issues, develop coordinated strategies, and ensure that, as a region, we have the capacity to move forward.

CENTRAL TEXAS REGION IN 2011

Regional Issues.

Being a regional leader means more than having the most people or assets; we must understand that our actions affect nearby communities. Austin's problems are, by and large, the region's, and because we are closely connected to our neighbors, our solutions must be mutually beneficial. There are several key issues facing the region that must be tackled in a collaborative manner by local governments.

Conversion of agricultural land and fragmented development.

Much of the land on Austin's periphery and in its extra-territorial jurisdiction is agricultural or undeveloped. Development has been happening in these areas as parcels are converted to subdivisions and commercial and office centers, particularly along or near major roadways. The U.S. Census of Agriculture reports that between 2002 and 2007, nine percent of the region's agricultural land was taken out of production, with the highest rate of loss occurring in Hays and Travis counties. This coincides with an increase in land values throughout the Austin area and a decline in the profitability of small farms.

Fragmented, low-density development outside the region's municipalities is more costly to serve with infrastructure and services, requires residents to depend exclusively on the automobile to travel, and encroaches upon and consumes the region's open spaces.

Limited water supply and water systems.

Some new development is occurring in outlying areas that have limited or no water systems to support even moderate, much less concentrated, growth. Many communities do not have resources to extend existing infrastructure or do not have contracts for long-term water supply. Some of those that do have contracts are already exceeding their yearly allocations. Limited availability of public water infrastructure reinforces scattered, sprawling development, and new draws on groundwater sources will affect the region's water supply, particularly in times of extended drought.

Housing-jobs imbalance.

Half the working-age populations of all the counties in the region, except Travis, commute to another county for work. Most of this travel moves toward Austin, but increasingly this travel is also between the communities surrounding Austin. Even Austin has seen its share of residents commuting out of the city grow, rising over nine percent between 2002 and 2009. This work-related travel points to a regional mismatch between the location of residences and jobs. Some of this may be attributable to lifestyle preferences, such as personal preferences for small towns or rural living, but it is also the result of rising housing costs throughout the region. Prospective homeowners must "drive until they qualify" to find affordable housing that meets their needs, and many of these affordable units are found in distant subdivisions with limited transportation options.

Rising costs of housing and transportation.

Land values and housing costs are increasing throughout the region. Some of this increase is due to funding delays for new infrastructure. New residential developments have been approved, but construction must wait until adequate infrastructure can be built to serve them; in the interim, costs rise for existing units because fewer new units are being built. Prices for infill housing are increasing for different reasons, most of which relate to limited supply and growing land values in more developed areas and the complexity and regulatory difficulty

associated with this type of development. Many Central Texans must live in locations they can afford, no matter how inconvenient this location is to work, shopping, or services. Affordable housing choices for single-or married couples without children, other than single-family houses and sprawling garden-styled apartments, is even more limited.

Transportation costs have been rising steadily over the past decade due to increased fuel prices. This has created financial burdens for many households who moved to Austin's periphery to secure affordable housing, but now find themselves farther away from jobs and needed services and able only to travel by car. In 2010, more than half of the region's households spend at least 45 percent of their incomes on housing and transportation costs.[1]

Few regional transportation options.

As the region's population struggles with rising costs, the shortcomings of the regional transportation system become even more pronounced. The regional transportation network is built for cars, and the growing congestion we see is the direct result of increasingly distant growth with few transportation options. Too many people live and work in places where densities are too low to support regular transit service or are outside of a transit agency's service area. In many places served by transit, the routes, frequency of service, and location of stops are so limited that people do not view it as a viable alternative to driving.

Regional job growth mostly in lower-wage positions.

The Central Texas economy has continued to grow through the current national recession, although growth has slowed in high-tech, high-skill sectors. Much of the region's recent job creation has been directly related to its rapid population growth over the past few decades. As Central Texas has welcomed new residents from all parts of the country and the world, demand has increased for service-oriented jobs, such as leisure and hospitality services and business and professional services. These jobs typically require fewer skills, pay lower wages than professional and high-tech jobs, and offer fewer benefits. However, past and continued population growth will increase the demand for high-wage and high-skilled healthcare professionals. Households faced with lower-paying jobs and increasing housing and transportation costs are experiencing greater economic stresses. In 2009, approximately 40 percent of the region's families lived "at the edge of their means" due to the widening gap between household incomes and household expenses.[2]

Different legal powers to regulate development.

Central Texas contains two types of governments with land-use authority: counties and municipalities. The State of Texas allows municipalities to regulate development comprehensively within their corporate boundaries. They can also regulate some development within their extraterritorial jurisdictions to ensure it meets minimum standards, works in conjunction with infrastructure investments, and minimizes impacts on natural resources. Counties have fewer controls over development, mostly due to the assumption that their jurisdictions will remain largely undeveloped. However, this is increasingly not the case in the counties surrounding larger urban centers. Today, Texas counties only have the ability to regulate subdivisions, on-site sewage systems, floodplain development, and water supply. A few, such as Travis County, have the power to require stormwater management, impose fire codes, and develop standards for water wells to prevent groundwater contamination. Unlike cities, counties do not have the authority to enact building codes, a zoning ordinance, or impact fees. As a

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[1] This figure represents the Austin-Round Rock-San Marcos MSA, which includes Burnet County in addition to Travis, Williamson, Hays, Caldwell, and Bastrop counties.

[2] The "region" referenced here includes Travis, Williamson, Hays, Caldwell, Bastrop, and Burnet counties.

large percentage of the region's growth is occurring outside municipal boundaries, the limited power of the counties provides little control over the location, quality, and impacts of development. This has resulted in low-density, piecemeal development throughout the region and makes it imperative for jurisdictions to work together to implement regional growth management strategies.

Finding and implementing solutions to these issues only can be achieved if we adopt a regional perspective. This perspective should be "Austin with our partners." We are the leader of Central Texas and through Imagine Austin and other regional projects we will work with our neighbors to improve the future of the region.

CHAPTER 3: Imaging Austin: Our Vision of a Complete Community

For many years our community vision was "to be the most livable city in the country." However, defining "livability" is difficult, and a simple statement cannot sum up all that we are or could be. Austin is a big city and growing larger and more complex. When we imagine a future, our vision must be more detailed, comprehensive, and reflect this complexity. We can begin by saying "the most livable," but it's only a first step. Our new community vision must point toward the complete city we want to become.

Imagine Austin Vision Statement

The process to develop a new vision for Austin engaged thousands of residents over a nine-month period beginning with the kickoff of the Imagine Austin planning process in October 2009. Through community forums, social media, surveys, focus groups, small meetings between neighbors and friends, and special events, residents described their ideas for Austin in 2039—our bicentennial.

The Comprehensive Plan Citizens Advisory Task Force, appointed by City Council to help guide and champion the process, worked directly from the public input to develop a draft vision statement. The public reviewed and rated each vision component and the revised vision was further reviewed and recommended by the Planning Commission and endorsed by City Council. More details about these meetings and the entire planning process can be found in Appendix B and online.

The Imagine Austin vision statement embodies our commitment to preserving the best of Austin and changing those things that need to be changed. The vision statement answers the question, "What sort of city do we want Austin to be?" with a series of principles that address the physical and social evolution of the city and the overall well-being of its residents. The importance of Austin's people lies at the heart of the vision statement. It acknowledges that the city is a place for people and that inclusion and community leadership will be critical to realizing our long-term goals.

A Vision for Austin's Future

As it approaches its 200th anniversary, Austin is a beacon of sustainability, social equity, and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens and where the necessities of life are affordable and accessible to all.

Austin's greatest asset is its people: passionate about our city, committed to its improvement, and determined to see this vision become a reality.

(note: insert vision icons in layout)

AUSTIN IS LIVABLE:

One of Austin's foundations is its safe, well-maintained, stable, and attractive neighborhoods and places whose character and history are preserved. Economically mixed and diverse neighborhoods across all parts of the city have a range of affordable housing options. All residents have a variety of urban, suburban, and semi-rural lifestyle choices with access to quality schools, libraries, parks and recreation, health and human services, and other outstanding public facilities and services.

• Development occurs in connected and pedestrian-friendly patterns supporting transit and urban lifestyles and reducing sprawl, while protecting and enhancing neighborhoods.

• Downtown offers a safe, vibrant, day and night time urban lifestyle for residents, workers, and visitors.

• Development occurs across the city in a manner friendly to families with children, seniors, and individuals with disabilities.

• Austin's unique character and local businesses are recognized as a vital part of our community.

• Clear guidelines support both quality development and preservation that sustain and improve Austin's character and provide certainty for residents and the business community.

• Austin's diverse population is active and healthy, with access to locally-grown, nourishing foods, and affordable healthcare.

AUSTIN IS NATURAL AND SUSTAINABLE:

Austin is a green city. We are environmentally aware and ensure the long-term health and quality of our community through responsible resource use as citizens at the local, regional, and global level. Growth and infrastructure systems are well-managed to respect the limitations of our natural resources.

• We enjoy an accessible, well-maintained network of parks throughout our city.

• We protect the beauty of the Colorado River watershed, Hill Country and Blackland Prairie and value our farmland that nurtures local food production.

• Our open spaces and preserves shape city planning, reduce infrastructure costs, and provide us with recreation, clean air and water, local food, cooler temperatures, and biodiversity.

• We conserve water, energy, and other valuable resources.

• Austin is a leader in reducing greenhouse gas emissions.

• We use and inspire new technologies that create more sustainable communities while reducing our dependence on environmentally costly practices.

AUSTIN IS CREATIVE:

• Creativity is the engine of Austin's prosperity. Arts, culture, and creativity are essential keys to the city's unique and distinctive identity and are valued as vital contributors to our community's character, quality of life and economy.

- As a community that continues to stimulate innovation, Austin is a magnet that draws and retains talented and creative individuals.

- Our creative efforts reflect, engage with and appeal to the ethnic, gender and age diversity of Austin and to all socioeconomic levels.

- Residents and visitors participate fully in arts and cultural activities because the opportunities are valued, visible, and accessible.

- Our buildings and places reflect the inspirational and creative spirit of who we are as Austinites, through design excellence, public art and beautiful, accessible public spaces.

AUSTIN IS EDUCATED:

Education is the hope for Austin's future. Austin provides everyone with an equal opportunity for the highest quality of education that allows them to fully develop their potential. Networks of community partnerships support our schools and ensure that our children receive the resources and services they need to thrive and learn.

- Our school campuses provide safe and stable environments enabling future success.

- Neighborhood schools and libraries serve as centers for community collaboration, recreational, and social events, as well as educational and learning opportunities.

- In partnership with private entities and the broader community, institutions of higher education continue to be incubators for innovation in the cultural arts, medicine, industry, business, and technology.

- Every child in Austin has the chance to engage with other cultures, communities, and languages, providing pathways for healthy development, and the critical thinking skills students need as future citizens of Austin and the world.

AUSTIN IS MOBILE AND INTERCONNECTED:

Austin is accessible. Our transportation network provides a wide variety of options that are efficient, reliable, and cost-effective to serve the diverse needs and capabilities of our citizens. Public and private sectors work together to improve our air quality and reduce congestion in a collaborative and creative manner.

- Interconnected development patterns support public transit and a variety of transportation choices, while reducing sprawl, congestion, travel times, and negative impacts on existing neighborhoods.

- Our integrated transportation system is well-maintained, minimizes negative impacts on natural resources, and remains affordable for all users.

- Austin promotes safe bicycle and pedestrian access with well-designed routes that provide connectivity throughout the greater Austin area. These routes are part of our comprehensive regional transportation network.

AUSTIN IS PROSPEROUS:

Austin's prosperity exists because of the overall health, vitality, and sustainability of the city as a whole-including the skills, hard work, and qualities of our citizens, the stewardship of our natural resources, and developing conditions that foster both local businesses and large institutions. Development carefully balances the needs of differing land uses with improved transportation to ensure that growth is both fiscally sound and environmentally sustainable.

- Our economy is resilient and responsive to global trends thanks to its diverse and thriving mix of local entrepreneurs, large and small businesses, educational institutions, government, and industry.

- Innovation and creativity are the engines of Austin's economy in the arts, research and development, and technology.

- Our ecology is integrated with our economy-the preservation of the environment and natural resources contribute to our prosperity.

- Equitable opportunities are accessible to all through quality education, training, and good jobs.

AUSTIN VALUES AND RESPECTS ITS PEOPLE:

Austin is its people. Our city is home to engaged, compassionate, creative, and independent thinking people, where diversity is a source of strength and where we have the opportunity to fully participate and fulfill our potential.

- Austin government is transparent and accountable.

- People across all parts of the city and of all ages and income levels live in safe, stable neighborhoods with a variety of affordable and accessible homes with access to healthy food, economic opportunity, healthcare, education, and transportation.

- We stand together for equal rights for all persons, especially acknowledging those who have been denied full participation in the opportunities offered by our community in the past.

- The history of the people of the Austin area is preserved and protected for future generations.

We Will Become a City of Complete Communities.

To successfully realize Imagine Austin, all of our residents must benefit from its outcomes. To help fulfill the vision statement, the comprehensive plan points us toward becoming a city of complete communities throughout Austin. Such communities are defined by amenities, transportation, services, and opportunities that fulfill all Austinites' material, social, and economic needs. They achieve these outcomes while protecting our important environmental resources and preserving our identity, culture, and sense of place. A complete community provides access to employment, shopping, learning, open space, recreation, and other amenities and services. Establishing complete communities will require monitoring different services at different scales. Some needs, like parks, should be within or near every neighborhood. Others, like hospitals, will draw from many neighborhoods.

These communities will be for Austinites of all ages. They will provide environments that support children at every stage of their development, young adults beginning their professional lives and families, and seniors aging gracefully in the neighborhoods where they raised their families. These places will be safe and affordable; promote physical activity, community engagement, and inclusion; make amenities and services easily accessible to everybody; and contribute to Austin's unique community spirit.

(Note: Vision Themes / Complete Community Graphic below)

- **Livable**Healthy & Safe Communities
- Housing Diversity & Affordability
- Access to Community Amenities
- Quality Design / Distinctive Character

- Preservation of Crucial Resources

Natural and Sustainable

- Sustainable, Compact, and Walkable Development
- Resource Conservation / Efficiency
- Extensive Green Infrastructure

Creative
- Vibrant Cultural Events / Programs
- Support for Arts / Cultural Activities

Educated

- Learning Opportunities for All Ages
- Community Partnerships with Schools
- Relationships with Higher Learning

Prosperous

- Diverse Business Opportunities
- Technological Innovation
- Education / Skills Development

Mobile and Interconnected

- Range of Transportation Options
- Multimodal Creativity
- Accessible Community Centers

Values and Respects People

- Access to Community Services
- Employment & Housing Options
- Community / Civic Engagement
- Responsive / Accountable Government

CHAPTER 4: Shaping Austin: Building the Complete Community

A Framework for the Future

Achieving the goal of complete communities across Austin requires more than a vision statement. While the Vision describes the type of place Austin should become as it approaches its bicentennial; it does not identify the steps to make it happen. The framework for realizing the Vision is contained in the Growth Concept Map and Building Blocks.):

- **Growth Concept Map.** The Growth Concept Map (Figure 4.4) applies the Imagine Austin Vision Statement to the city's physical development. Generated through a public scenario-building process, it defines how we plan to accommodate new residents, jobs, open space, and transportation infrastructure over the next 30 years.

- **Building Blocks.** The Building Blocks contain broad-ranging policies to implement the vision. They cover fourteen elements, including ten required by the Austin City Charter (see Appendix A).

Building Block	Element
1. Land Use and Transportation	Land Use* and Transportation*
	Urban Design
	Historic Preservation
2. Housing and Neighborhoods	Housing*
	Neighborhoods
3. Economy	Economy*
4. Conservation and Environment	Conservation & Environment*
5. City Facilities and Services	Wastewater, Potable Water, and Drainage*
	Solid Waste*
	Energy*
	Public Safety*
	Public Building*
	Recreation and Open Space*
6. Society	Health and Human Services*

Growth Concept Map

The Vision statement sets forth guidance for the city's growth and development for the next 30 years. The Growth Concept Map (Figure 4.4) applies the Vision statement to show how the city should evolve over the next several decades. It is informed by existing development patterns, planned projects, and small-area plans, as well as environmental features (Figure 4.1), and existing and planned transportation network (Figures 4.2 and 4.3).

Developed through an extensive public involvement, the Growth Concept Map illustrates the desired manner to accommodate new residents, jobs, open space, and transportation infrastructure over the next 30 years. During a series of public meetings, more than 450 participants created over 60 maps illustrating where Austin's growth should go over the next three decades. City staff, consultants, and the Citizen's Advisory Task Force reviewed the maps for common patterns, synthesized them into four distinct scenarios, and developed a "trend" scenario map for comparison.

The five scenarios were measured using "sustainability indicators" developed from the vision statement. These indicators included such measures as the acres of land developed, greenhouse gas emissions, the cost of public infrastructure, average travel times, and percentage of housing near transit stops for each of the scenarios. Through the next round of public meetings and surveys, the public rated each of the scenarios using the indicator results. Public input was solicited through community events, newspaper surveys, door to door outreach, newsletters, social media, business and organizational meetings, and one-on-one conversations.

A growth scenario was created using public input, planned developments, and existing neighborhood plans to illustrate how Austin should grow through 2039. The scenario was further tested and refined into the Growth Concept Map (Figure 4.4). More detail on the public process used to create the scenarios and Growth Concept Map is included in Appendix B.

The Growth Concept Map embodies the Imagine Austin Vision statement and represents where the city will focus future investments to support activity centers and corridors, and an expanded transportation system. The Growth Concept Map:

• Promotes a compact and connected city.

• Promotes infill and redevelopment as opposed to typical low-density "greenfield" development.

• Focuses new development in mixed-use corridors and centers accessible by walking, bicycling, and transit as well as by car.

• Provides convenient access to jobs and employment centers.

• Protects existing open space and natural resources such as creeks, rivers, lakes, and floodplains.

- Directs development away from the Southern Edwards Aquifer recharge and contributing zones.

- Improves air quality and reduce greenhouse gas emissions.

- Expands the transit network.

- Increases transit use.

- Reduces vehicle miles traveled.

- Reduces per capita water consumption.

- Provides parks and open space close to where people live, work, and play.

Growth Concept Map Series

The Growth Concept Map series consists of five maps setting out key environmental features, transportation connections, and growth patterns.

Figure 4.1 Environmental Resources

Our vision for Austin is a "green" city – a place that is environmentally aware, improves the health of our residents, and protects the region's vast environmental resources. The Environmental Resource map (Figure 4.1) illustrates the existing network of parks, preserves, and other open spaces, as well as environmentally sensitive water resources such as waterways, springs, floodplains, and the recharge/contributing zones of the South Edwards Aquifer. The environmental features illustrated by Figure 4.1, in addition to species habitat, tree canopy, and agricultural resources (Figures 4.8-4.10) are the key features of Austin's green infrastructure network. These diverse elements provide multiple benefits including protection of natural resources and enhanced recreation and transportation options.

Environmentally sensitive features, in addition to existing development patterns and roadways, help to shape and inform the location of the activity centers and corridors illustrated by the Growth Concept Map. By promoting a compact and connected city, Austin seeks to direct development away from sensitive environmental resources, protect existing open space and natural resources, and improve air and water quality.

Figure 4.2 Bicycle and Pedestrian Networks

To realize Austin's vision, new development and redevelop must occur in a connected and pedestrian-friendly pattern. Activity centers and corridors illustrated on the Growth Concept Map are pedestrian-friendly, walkable, and bikable areas. By improving bicycle and pedestrian networks, the City can address many of the challenges facing Austin including vehicle congestion, commute times, air quality, transportation costs, lack of connectivity, bicycle safety, and recreational access.

Figure 4.2 illustrates major urban trails that connect activity centers. Urban trails serve recreation and transportation functions, including biking and hiking, and also provide important environmental benefits by creating open space linkages and expanding the city's green infrastructure network. While not included on Figure 4.2, the pedestrian sidewalk network is also essential to accessibility. Austin is continuing to expand the sidewalk network and eliminate gaps to improve walkability throughout Austin.

Figure 4.3 Transit Networks

To achieve our vision for Austin, the city's activity centers and corridors need to support, and be supported by, an expanded transit network that is efficient, reliable, and cost-effective. The transit network will help to reduce

sprawl, decrease congestion and vehicle miles traveled, improve air quality, promote infill and redevelopment, and reduce household transportation costs. Several agencies have been working together to plan and develop rail and high-capacity bus lines that will provide greater transportation options and impact where people and businesses choose to locate. The transit network is designed to improve connectedness and better link centers and corridors. Where final locations have not been determined, transit stops are identified as "Proposed." As more detailed planning occurs, these may move. When this happens, the associated activity center should move as well.

Figure 4.4 Roadway Networks

While Imagine Austin envisions a long-term shift toward transit, walking, and biking, an expanded and improved roadway network is also important. Figure 4.4 identifies major roadway improvements, from developing a complete arterial network to managed or express lanes on Loop 1 and I-35.

Figure 4.5 Connected Centers

The final map in the Growth Concept Map series ties the previous four together, illustrating how Austin in the future should coordinate transportation features—roads, transit, and urban trails—with activity centers and corridors, in such a way as to reduce degradation of Austin's environmental resources. This map is followed by detailed definitions of its features.

Growth Concept Map Definitions
Activity Centers and Corridors

The Growth Concept Map assembles compact and walkable activity centers and corridors, as well as job centers and coordinates them with future transportation improvements. These centers and corridors allow people to reside, work, shop, access services, people watch, recreate, and hang out without traveling far distances. Within them, the design and scale of buildings and the design and availability of parks and gathering spaces will welcome people of all ages and abilities. They will be walkable, bikable, and connected to one another, the rest of the city, and the region by roads, transit, bicycle routes and lanes, and trails.

Centers are generally focused around one or more major transit stop. The greatest density of people and activity will be located around these stops. Surrounding these dense hubs, centers will feature a mix of retail, offices, open space and parks, public uses and services such as libraries and government offices, and a variety of housing choices. Because of their generally compact nature, it will be a quick trip to travel from one side of a center to the other by foot, bicycle, transit, or automobile. There are three types of activity centers—regional, town, and neighborhood.

While a corridor may feature the same variety of uses as a center, its linear nature spreads uses along a roadway. Walking may be suitable for shorter trips; however, longer ones along a corridor can be made by bicycling, transit, or automobile. Just as there are different types of centers, a corridor's character will depend on factors such as road width, traffic volume, the size and configuration of lots, and existing uses. Along different segments of these corridors, there may be multi-story mixed-use buildings, apartment buildings, shops, public uses, offices, as well as townhouses, rowhouses, duplexes, and single-family houses. Rules for developing within the activity centers and corridors should be carefully designed to achieve their intent. In particular, new development in these areas will need to consider two aspects of Austin's affordability problem: providing market-rate supply and preserving existing, as well as creating new affordable housing.

Regional Centers

Regional centers are the most urban places in the region. These centers are and will become the retail, cultural, recreational, and entertainment destinations for Central Texas. These are the places where the greatest density of people and jobs and the tallest buildings in the region will be located. Housing in regional centers will mostly consist of low to high-rise apartments, mixed-use buildings, rowhouses, and townhouses. However, other housing types, such as single-family units, may be included depending on the location and character of the center.

The densities, buildings heights, and overall character of a center will depend on its location. The central regional center encompassing Downtown, the University of Texas, the Concordia University redevelopment, and West Campus is the most urban. It includes low to high-rise residential and office buildings; local, state, and federal government office buildings; the Texas State Capitol building; cultural offerings and several entertainment districts; shopping; and single-family neighborhoods. Other, future regional centers, like Robinson Ranch or Southside (at the intersection of toll road State Highway 45 and Interstate 35) will likely have a dense central hub surrounded by well-connected but lower density development.

Regional centers will range in size between approximately 25,000-45,000 people and 5,000-25,000 jobs.

Town Centers

Although less intense than a regional centers, town centers are also where many people will live and work. Town Centers will have large and small employers, although fewer than in regional centers. These employers will have regional customer and employee bases, and provide goods and services for the center as well as the surrounding areas. The buildings found in a regional center will range in size from one to three-story houses, duplexes, townhouses, and rowhouses, to low to midrise apartments, mixed-use buildings, and office buildings. These centers will also be important hubs in the transit system.

The Mueller redevelopment in Central Austin is an example of an emerging town center. Presently at Mueller, there are local and regional-serving retail establishments, the Dell Children's Medical Center of Central Texas, and Seton Healthcare Family offices. Upon build-out, Mueller expects to include 4.2 million square feet of retail, offices, medical space, and film production, as well as 10,000 residents.

Town centers will range in size between approximately 10,000-30,000 people and 5,000-20,000 jobs.

Neighborhood Centers

The smallest and least intense of the three mixed-use centers are neighborhood centers. As with the regional and town centers, neighborhood centers are walkable, bikable, and supported by transit. The greatest density of people and activities in neighborhood centers will likely be concentrated on several blocks or around one or two intersections. Unlike the other two centers, these will have a more local focus. Businesses and services—doctors and dentists, shops, branch libraries, dry cleaners, hair salons, coffee shops, restaurants, and other small and local businesses—will generally serve the center and surrounding neighborhoods. People living within this type of center will reside in mixed-use buildings, smaller apartment buildings, townhouses, rowhouses, duplexes, and single-family houses.

Neighborhood centers range in size between approximately 5,000-10,000 people and 2,500-7,500 jobs.

Corridors

Activity corridors have a dual nature. They are the connections that link activity centers and other key destinations to one another and allow people to travel throughout the city and region by bicycle, transit, or automobile. Corridors are also characterized by a variety of activities and types of buildings located along the roadway—shopping, restaurants and cafés, parks, schools, single-family houses and duplexes, apartments, public buildings, houses of worship, mixed-use buildings, and offices. Along many corridors there will be both large and small redevelopment sites. These redevelopment opportunities may be continuous along long stretches of the corridor. They may also be a small concentration of uses such as office, retail, and residential (a small neighborhood center), connected by the roadway. Other corridors may have fewer redevelopment opportunities, but have a mixture of uses, and could provide critical transportation connections. As a corridor evolves, sites that do not redevelop may transition from one use to another, such as a service station becoming a restaurant or a large retail space being divided into several storefronts

Job Centers

Job centers accommodate those businesses not well-suited for residential or environmentally-sensitive areas. These centers take advantage of existing transportation infrastructure such as arterial roadways, freeways, and the Austin-Bergstrom International Airport. Job centers will mostly contain office parks, manufacturing, warehouses, logistics, and other businesses with similar demands and operating characteristics. They should nevertheless become more pedestrian and bicycle friendly, in part by better accommodating services for the people who work in these centers. While these many of these centers are currently best served by car, the Growth Concept Map offers transportation choices such as light rail and bus rapid transit to increase commuter options.

Open Space Network

The future open space network contains several elements and includes existing and future open space. The elements include parks, greenways, nature preserves, agricultural land, and environmentally sensitive land. The sensitive lands include floodplains, steep slopes, and those areas with significant environmental features such as sinkholes, caves, or significant wildlife habitat.

High Capacity Transit and Transit Stops

High capacity transit and transit stops include the existing Capital MetroRail red line and stops and planned transit routes and new stops. High capacity transit includes regional rail, commuter rail, urban rail, and bus rapid transit. Regular bus routes are not illustrated on the Growth Concept Map. Where final locations have not been determined, transit stops are identified as "Proposed." As more detailed planning occurs, these may move. When this happens, the associated activity center should move as well.

More detail is included in Figure 4.3:

- MetroRail (Red Line). The Red Line opened in 2010 between downtown Austin and the City of Leander with nine stations along the route and offers weekday service. Potential future service along Capital Metro's freight tracks from the Texas Department of Transportation's abandoned rail corridors is also being evaluated.

- Commuter Rail. A new commuter rail line (the Green Line) is proposed to provide service from downtown eastward to Manor and Elgin, Texas.

- Urban Rail. The City of Austin is studying alternatives for a 16.5 mile Urban Rail system serving Central Austin and improving connections throughout the region. Urban rail is an electrified service that can operate in mixed traffic, within its own lane, or in separate right of way.

- Regional Rail. The Lone Star Rail District is studying the feasibility of operating a commuter rail system linking most of the cities along the IH 35 corridor between San Antonio and Georgetown. Passenger service could eventually connect Georgetown, Round Rock, Austin, San Marcos, and San Antonio.

- High-Capacity Bus. The MetroRapid bus, or Bus Rapid Transit would use advanced design buses, traffic system priority, and MetroRapid stops to provide a higher level of bus service. Bus-only lanes illustrated on the map include areas where a dedicated lane for bus transportation is being considered.

Highways and Other Streets

This feature of the Growth Concept Map illustrates the existing roads, planned extensions, new arterial roads, and capacity improvements such as creating additional travel lanes.

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Redevelopment over the Edwards Aquifer

Five centers are located over the recharge or contributing zones of the South Edwards Aquifer or within water-supply watersheds and are designated on the Growth Concept Map with a solid green outline. These centers are located on already developed areas and, in some instances, provide opportunities to address long-standing water quality issues and provide walkable areas in and near existing neighborhoods. State of the art development practices will be required of any redevelopment to improve stormwater retention and the water quality flowing into the aquifer or other drinking water sources. These centers should also be carefully evaluated to fit within their infrastructure and environmental context. One of the Land Use and Transportation policies, LUT 20 (p. XX), clarifies the intent, "Ensure that redevelopment in the Edwards Aquifer's recharge and contributing zones maintains the recharge of the aquifer."

Other Development within City Limits

While most new development will be absorbed by centers and corridors, development will happen in other areas within the city limits to serve neighborhood needs and create complete communities. Infill development can occur as redevelopment of obsolete office, retail, or residential sites or as new development on vacant land within largely developed areas. The type of infill housing will vary with site locations, small-area plans, and development regulations and include single-family houses, duplexes, secondary apartments, townhouses, row houses, and smaller-scaled apartments. New commercial, office, larger apartments, and institutional uses such as schools and churches, may also be located in areas outside of centers and corridors. The design of new development should be sensitive to and complement its context. It should also be connected by sidewalks, bicycle lanes, and transit to the surrounding area and the rest of the city. Not all land within the city limits will be developed. Some may remain or enter into agricultural production; continue as single-family houses, duplexes, and apartments; or become part of the planned open space network.

Other Development within the Austin Extraterritorial Jurisdiction

The extraterritorial jurisdiction is the unincorporated land within five miles of Austin's City limits that is not within the extraterritorial jurisdiction or municipal limits of another city. It is where only Austin is authorized to annex land. The

City of Austin in collaboration with Travis County (and, to a lesser extent, Williamson and Hays Counties) regulates land subdivision, water quality regulations, and site plans. While it is able to engage in long-range planning efforts, it cannot zone land. Well-planned future development can minimize sprawl when the City collaborates with County governments. Targeted infrastructure investments and other incentives to manage development in an organized and thoughtful manner will be necessary to meet the contingencies of continued growth in the extraterritorial jurisdiction. Wherever possible, new development should be directed to centers and corridors designated on the Growth Concept Map, or occur in or adjacent to areas of existing development, and should serve to complete communities at Austin's edge. In addition, it should, when and where feasible, be connected by transit, sidewalks, and bicycle lanes to existing and planned development.

Map Disclaimers:

A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries

This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries.

This product has been produced by the Planning and Development Review Department for the sole purpose of geographic reference. No warranty is made by the City of Austin regarding specific accuracy or completeness.

Comprehensive Plan Building Blocks

The Comprehensive Plan Building Blocks are the backbone of Imagine Austin. Each Building Block includes a summary of key issues and challenges for the future, Policies to address those challenges, and selected best practices.[1] The Building Block Policies were developed through public input from community forums and surveys, as well as input from the Comprehensive Plan Citizens Advisory Task Force and City of Austin departments.

Many of Imagine Austin's Policies cut across Building Blocks. This overlap creates synergistic opportunities to make a greater impact by implementing one program or project that responds to several policies. The interrelationships are highlighted in blue with a reference that directs the reader to a similar Policy from one of the other building blocks.

The synergies also play out in the Core Principles for Action (introduced in Chapter 1) and the Complete Communities concept (introduced in Chapter 2). At the beginning of each Building Block, a summary matrix illustrates how the policies within that Building Block relate to Austin's Vision for a Complete Community. A "solid" circle means that the policies directly implement a particular complete community element. While not every policy links to every complete community element, all of the policies work together to achieve Austin's vision.

BUILDING BLOCK 1: LAND USE AND TRANSPORTATION

During the last half of the twentieth century Austin experienced significant growth. Between 1960 and 2010, the land area expanded by more than 400 percent, from almost 56 square miles to over 300 square miles. During the

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[1] More detail on existing trends and issues for each Building Block can be found in Chapter 2 and in the Austin Community Inventory http://www.imagineaustin.net/inventory.htm.

last decade, our land area increased by nearly 20 percent. Austin and its extraterritorial jurisdiction[2] represent an area of about 620 square miles. This is more than double the size of Chicago. Although 38 percent of Austin's land area is considered undeveloped, much of it is environmentally sensitive and less suitable for development.

The range of transportation options provided can profoundly affect the development of a city. For example, a new high-speed road may spur low-density commercial and residential development, which does not support high-quality public transit. This is what happened during the last decades of the twentieth century as the extension of the city's freeway and highway system allowed development to spread north and south of Austin's city limits. However, further in Austin's past we can see how transportation investments affected our city's evolution. Our first suburb, the compact and walkable Hyde Park (now an inner-city neighborhood), was designed to be served by transit which allowed residents to live removed from the bustle of the central city and commute to Downtown in the relative comfort of an electrified trolley. Recent Capital Metropolitan Transportation Agency and City of Austin transit plans[3] for rail and high-capacity bus lines seek to provide transportation options which will have a greater influence on where residents choose to live and work. Several recent planning initiatives, such as East Riverside Drive, Airport Boulevard, and North Burnet/Gateway, concentrate on creating places to provide these choices. A retooled transportation system could lead to the compact and walkable places envisioned in this plan.

Austin's historic assets include neighborhoods, buildings, and sites reflecting Austin's cultural, ethnic, social, economic, political, and architectural history, many of which lack formal historic designation. Designated historic resources include National Register properties and districts, Texas Historic Landmarks, Austin's Historic Landmark designation, and Local Historic Districts. In addition, Austin has many cultural resources lacking formal historic designation—public art, cultural centers, museums, institutions, buildings, landscapes, and iconic businesses and buildings. Austin is also home to a number of museums and research libraries.

Austin has an active historic preservation program. The City of Austin Historic Preservation Office mission is to protect and enhance historic resources. Austin's Historic Landmark Commission meets monthly to review historic zoning cases, review some demolition permits, and maintains the Austin survey of cultural resources.

Austin is consistently ranked as a desirable community in which to live and work by a number of "Best Of" lists. Managing the success of our city's increasing popularity and overcoming the results of the last half century of growth presents us with significant challenges and opportunities. We must change the way we allow our city to be built. Instead of sprawling retail centers, office parks, and subdivisions accessed by freeways, we must create an efficient transportation network to serve a city of complete communities, activity centers and corridors. In the face of this change we also need to preserve our unique places, open space, and environmentally sensitive areas.

KEY ISSUES AND TRENDS:

- Over the last century, Austin has experienced increasing population, urbanization, and outward expansion.

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[2] As defined earlier in the plan and by the Texas Local Government Code, Austin's extraterritorial jurisdiction is the unincorporated area that is contiguous to and located within five miles of its corporate boundaries (city limits) and not within another city or another city's ETJ. The combined area within the city limits and the ETJ constitute the study area for the Imagine Austin Comprehensive Plan.

[3] See the All Systems Go Long-Range Transit Plan: http://allsystemsgo.capmetro.org/all-systems-go.shtml and the Strategic Mobility Plan: http://www.austinstrategicmobility.com/

- Modest infill and redevelopment have occurred in older areas of Austin, though at a much slower pace than lower-density suburban development.
- While Austin remains the largest jurisdiction in the five-county Austin region, the City's share of population and employment is decreasing.
- Complex policies and regulations have greatly impacted land use and development in Austin.
- Areas located along a north-south axis of the City and in the North Burnet/Gateway planning area and Robinson Ranch in the northern portion of the City are identified as most likely to develop or redevelop.

Key Challenges for the Future

- Counteracting the prevailing trend of sprawling development that consumes vacant land and natural resources, reduces air and water quality, contributes to global warming, and diminishes the natural environment.

- Preserving our natural resources and systems by limiting development in sensitive environmental areas, flood plains, creeks, and riparian areas, and maintaining and protecting open space.

- Increasing the supply and variety of housing in and near employment centers to allow more people to live closer to their jobs.

- Meeting the housing and employment needs of a rapidly growing and demographically changing population in a sustainable manner.

- Promoting regional planning and increased coordination between local governments, especially Travis County, agencies, districts, and the State of Texas to address major land use, infrastructure and transportation challenges.

- Coordinating land use, transportation, environmental and economic development policies to address the inefficiency of infrastructure having to keep up with "greenfield" development and incentivize infill and redevelopment.

- Improving land development regulations in place for the extraterritorial jurisdiction to improve clarity, increase certainty, and produce outcomes in alignment with Imagine Austin.

- Increasing coordination between local governments to promote more efficient land use and transportation policies and investments. Coordinating on infrastructure is particularly important within Austin's extraterritorial jurisdiction.

- Maintaining historic neighborhood character and preserving historic resources —especially in the urban core — as the city continues to grow.

- Providing more shopping opportunities, healthy food choices, and services in areas of Austin underserved by these daily necessities.

- Implementing climate change solutions through more proactive regional cooperation.

LAND USE AND TRANSPORTATION POLICIES

LUT 1. Align land use and transportation planning and decision-making to achieve a compact and connect city in line with the Growth Concept Map. (See also WPD 1; EN 1)

LUT 2. Promote regional planning and increased coordination between municipalities and county governments to address major land use and transportation challenges. (See also CER 16; ECO 4)

LUT 3. Promote development in compact centers, communities, or along corridors that are connected by roads and transit, are designed to encourage walking and bicycling, and reduce health care, housing and transportation costs. (See also H 4; HHS 3; ACC 9)

LUT 4. Protect neighborhood character by directing growth to areas of change that include designated redevelopment areas, corridors, and infill sites. Recognize that different neighborhoods have different characteristics, and infill and new development should be sensitive to the predominant character of these communities. (See also N 2)

LUT 5. Create healthy and family-friendly communities through development that includes a mix of land uses and housing types and affords realistic opportunities for transit, bicycle, and pedestrian travel and provides both community gathering spaces, parks and safe outdoor play areas for children. (See also UD 1; H1; H 5; PB 4; HHS 3; CFE 2; CFE 11; CFE 19; ACC 14)

LUT 6. Ensure that neighborhoods of modest means have a mix of local-serving retail, employment opportunities, and residential uses. (See also CER 13; H 4)

LUT 7. Encourage infill and redevelopment opportunities that place residential, work, and retail land uses in proximity to each other to maximize walking, bicycling, and transit opportunities. (See also H 7; CFE 1)

LUT 8. Develop land development regulations and standards that are clear and predictable and support the intent and goals of the Imagine Austin Comprehensive Plan. (See also ECO 14)

LUT X. Develop and maintain a consistent method for allocating costs associated with development.

LUT 9. Direct housing and employment growth to activity centers and corridors, and preserving and integrating existing affordable housing where possible. (See also H 6)

LUT 10. Promote complete street design that includes features such as traffic calming elements, street trees, wide sidewalks, and pedestrian, bicycle, and transit access[4] throughout Austin, considering the safety needs of people of all ages and abilities. (See also ACC 17)

LUT 11. Achieve the goals of area transit plans through effective planning, sufficient funding, and continued partnerships between the City of Austin, Capital Metro, and other area transportation providers.

LUT 12. Coordinate with area school districts in the placement of schools and facilities. (See also ECO 10; ECO 11; CFE 7)

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[4] Roads that are designed to safely accommodate necessary street functions for all users, including pedestrians, bicyclists, drivers, and transit riders.

LUT 13. Promote safer routes to schools for students of all ages. (See also CFE 15)

LUT 14. Incorporate provisions for bicycles and pedestrians into all roads such as freeways, toll roads, arterial roadways, and to and from transit stations and stops, and major activity centers. (See also CER 10; N 5)

LUT 15. Educate the public on the long-range need for commitment to a community fully served by a range of transportation options and the benefits of each one. (See also CER 10)

LUT 16. Develop intermediate transit solutions that allow the City to reach the ultimate goal of a complete transit network over the long-term. (See also CER 10)

LUT 17. Continue efforts to implement future intercity rail and High Speed Rail in the Austin region. (See also ECO 17)

LUT 18. Reduce traffic congestion, increase transit use, and encourage alternative transportation modes through such practices as Transportation Demand Management which includes car pooling, flex time work schedules, and subsidizing transit costs for employees. (See also ECO 17)

LUT 19. Locate industry, warehousing, logistics, manufacturing, and other freight-intensive uses in proximity to adequate transportation and utility infrastructure. (See also ECO 17)

LUT 20. Ensure that redevelopment in the Edwards Aquifer's recharge and contributing zones maintains the quantity and quality of recharge of the aquifer. (See also CER 2)

LUT 21. Protect Austin's natural resources and environmental systems by limiting land use and transportation development in sensitive environmental areas and preserving areas of open space. (See also RO 6)

LUT 22. Integrate citywide/regional green infrastructure to include such elements as preserves and parks, trails, stream corridors, green streets, greenways, and agricultural lands and the trail system into the urban environment and the transportation network. (See also RO 8)

LUT 23. Direct hazardous materials/cargo that are being transported through Austin away from heavily populated or environmentally sensitive areas. (See also CER 10; ECO 17)

LUT 24. Develop a comprehensive network of evacuation routes for all areas of Austin.

LUT 25. Reduce noise pollution from transportation, construction, and other sources.

LUT 26. Decrease light pollution from apartments and single-family houses, signage, commercial buildings, parking lot lights, and street lights.

LUT 27: Evaluate and make needed revisions to parking regulations to ensure they balance the needs of various transportation options and creating good urban form.

URBAN DESIGN POLICIES

UD 1. Develop accessible community gathering places such as plazas, parks, farmers' markets, sidewalks, and streets in all parts of Austin, especially in the Downtown, future TODs, in denser, mixed-use communities, and other redevelopment areas, that encourage interaction and provide places for people of all ages to visit and relax. (See also LUT 5; RO 1; CFE 19)

UD 2. Protect and enhance the unique qualities of Austin's treasured public spaces and places such as parks, plazas, and streetscapes; and, where needed, enrich those areas lacking distinctive visual character or where the character has faded. (See also N 4, HP 2)

UD 3. Define the community's goals for new public and private developments using principles and design guidelines that capture the distinctive, diverse local character of Austin. (See also ACC 17)

UD 4. Assure that new development is walkable and bikable and preserves the positive characteristics of existing pedestrian-friendly environments. (See also N 1, RO 3)

UD 5. Apply high standards of urban design to ensure that "complete streets" are safe and accessible for all users. Encourage people to use alternative forms of transportation that are sensitive to the demands of the Central Texas climate.

UD 6. Integrate green infrastructure elements such as the urban forest, green buildings, stormwater treatment and infiltration facilities, and green streets into the urban design of the City through "green" development practices and regulations. (See also CER 3; CER 4, CER 11, WPD 6, WPD 7, WPD 11)

UD 7. Infuse public art into Austin's urban fabric in streetscapes along roadways and in such places as parks, plazas, and other public gathering places. (See also RO 5; ACC 16)

UD 8. Transform all major streets into vibrant, multi-functional, pedestrian-friendly corridors.

HISTORIC PRESERVATION POLICIES

HP 1. Promote historic, arts, culture, and heritage-based tourism and events.**HP 2.** Preserve and interpret historic resources (those objects, buildings, structures, sites, places, or districts with historic, cultural, or aesthetic significance) in Austin for residents and visitors. (See also ACC 12; ACC 13)

HP 3. Maintain and update inventories of historic resources, including locally significant historic properties not listed on national or state registries, archeological sites, etc.

HP 4. Increase opportunities for historic and cultural learning at the City's public libraries.

HP 5. Protect historic buildings, structures, sites, places, and districts in neighborhoods throughout the city. (See also UD 2; ECO 6)

HP 6. Retain the character of National Register and local Historic Districts and ensure that development and redevelopment is compatible with historic resources and character. (See also ACC 18)

HP 7. Continue to protect and enhance important view corridors such as those of the Texas State Capitol District, Lady Bird Lake, and other public waterways.

HP 8. Preserve and restore historic parks and recreational areas.

BUILDING BLOCK 2: HOUSING AND NEIGHBORHOODS

Austin is a city of diverse neighborhoods that contribute to our community's character and our residents' quality of life. While these neighborhoods offer a mix of housing, single-family houses are the most common. The city has lower rates of homeownership than most other Texas cities. In addition, housing affordability is a major issue in Austin. Over the last ten years, median housing costs have risen by 85 percent, while household incomes have remained stagnant or declined. Centrally located neighborhoods in east and south Austin have experienced reinvestment that has also led to increasing housing costs and has resulted in renters and some long-time residents having to move to more affordable neighborhoods. Consistent with other goals in the plan, preserving a wide range of affordability is essential to preserving the character of neighborhoods

National demographic trends and housing preferences could significantly impact the local housing market and affect the provision of public and health services. An increasing number of "Generation Y" or "Millennials"—born between 1980 and 1995—are entering the housing market. This group has demonstrated a demand for more urban lifestyles. In addition, the growing number of "Baby Boomers"—born between 1946 and 1964—retiring and downsizing their homes will also affect housing and social service needs.

In 1997, the City initiated the neighborhood planning program to protect, enhance, and ensure the stability of neighborhoods—mostly located in the urban core. Currently, 48 neighborhood planning areas have completed the planning process and have adopted neighborhood plans (see Appendix D). Challenges and opportunities unique to individual neighborhoods are met through the neighborhood planning process.

Austin must provide a range of energy and resource-efficient housing options and prices in all parts of the City to sustainably meet the housing needs of all segments of our diverse population. In addition, we need to sustain distinct, stable, and attractive neighborhoods that preserve and reinforce the livability, character, and special sense of place in Austin.

KEY ISSUES AND TRENDS:

- Austin's population is projected to almost double over the next 30 years requiring new and redeveloped housing to accommodate the City's growing population.
- Austin still has strong patterns of racial, ethnic, and income segregation
- Median housing and transportation costs are higher in Austin than most Texas cities.
- As the housing market has become more expensive, the location of affordable housing units has shifted to increasingly distant suburban areas, leading to more expensive transportation costs.
- Austin is a majority renter city, due in large part to the high number of college students, recent graduates, and an overall younger population.
- Higher housing costs and slower-growing incomes may prompt more families to rent rather than purchase a home.
- High demand for rental units translates into demand for housing types other than single-family detached houses.
- Infill development may be used to meet the growing demand for higher-density, closer-in affordable housing.

Key Challenges for the Future

- Fostering mixed-use, mixed-income neighborhoods with a range of housing and transportation choices for our diverse population, community services, facilities, and amenities, in which Austinites can afford to live.

- Maintaining the unique and diverse character of Austin's neighborhoods, while meeting the market demands for close-in housing.

- Balancing new and redevelopment in lower-income neighborhoods while maintaining the essential character of those neighborhoods.

- Making existing automobile-oriented neighborhoods more pedestrian and bicycle-friendly.

- Developing regulations that create better and context-specific transitions between more intense housing, commercial and office uses, and mixed-use development and adjacent, established neighborhoods.

- Encouraging the preservation of affordable housing in neighborhoods across the city, and in activity centers and corridors.

- Increasing the diversity of housing choices to reflect the needs of all types of households.

- Improve student stability by preserving existing affordable housing and increasing access to new affordable housing.

- Addressing the housing needs for the homeless and those who are about to become homeless.

HOUSING POLICIES

H 1. Distribute a variety of housing types throughout the City to expand the choices available to meet the financial and lifestyle needs of Austin's diverse population. (See also LUT 5; CFE 2)

H 2. Expand the availability of affordable housing throughout Austin by preserving existing affordable housing, including housing for very low-income persons.

H 3. Increase the availability of affordable housing, including housing for very low-income persons, through new and innovative funding mechanisms, such as public/private partnerships. (See also HHS 5; CFE 3; ACC 10)

H 4. Connect housing to jobs, child care, schools, retail, and other amenities and services needed on a daily basis, by strategies such as:

- directing housing and employment growth to sites appropriate for Transit Oriented Development and

- coordinating and planning for housing near public transportation networks and employment centers to reduce household transportation costs and vehicle miles traveled. (See also LUT 3; LUT 6; ACC 9; ACC 10)

H 5. Promote a diversity of land uses throughout Austin to allow a variety of housing types including rental and ownership opportunities for singles, families with and without children, seniors, persons with disabilities, and multi-generational families. (See also LUT 5)

H 6. Address accessibility issues and other housing barriers to persons with disabilities or special needs. (See also LUT 9)

H 7. Reuse former brownfields, greyfields (previously developed properties such as strip centers or malls that are not contaminated) and vacant building sites to reduce negative impacts of vacancy and provide new mixed-use and/or housing options. (See also LUT 7)

H 8. Encourage green practices in housing construction and rehabilitation that support durable, healthy, and energy -efficient homes. (See also CER 9; WPD 9; EN 2)

H 9. Renovate the existing housing stock to reduce utility and maintenance costs for owners and occupants, conserving energy, and reducing greenhouse gas emissions.

NEIGHBORHOODS POLICIES

N 1. Create complete neighborhoods across Austin that have a mix of housing types and land uses, affordable housing and transportation options, and access to schools, retail, employment, community services, and parks and recreation options. (See also UD 4; RO 3, ACC 9)

N 2. Protect neighborhood character by directing growth to areas of change and ensuring context sensitive infill in such locations as designated redevelopment areas, corridors, and infill sites.

N 3. Identify and assess the infrastructure needs of older neighborhoods and provide for improvements needed to maintain their sustainability.

N 4. Strengthen Austin's neighborhoods by connecting to other neighborhoods, quality schools, parks, environmental features, and other community-serving uses that are accessible by transit, walking, and bicycling. (See also LUT 14)

N 5. Strengthen planning processes by recognizing that the Comprehensive Plan and small-area plans, such as neighborhood plans, corridor plans, and station area plans, need to respect, inform, and draw from each other.

N6: Protecting neighborhood character by providing opportunities for existing residents who are struggling with rising housing costs to continue living in their existing neighborhoods.

BUILDING BLOCK 3: ECONOMY

Austin's economy has grown substantially over the last twenty years. Between 1990 and 2010 the city's labor force increased by over 50 percent – more than twice the national rate. Despite strong population growth, Austin has maintained relatively low levels of unemployment due to strong business and job creation. Business formation has been particularly strong over the last decade, in part due to the City's entrepreneurial spirit and Texas' business-friendly economic environment. While Austin is home to many large, national and international employers, it is also home to a large number of small and local businesses that contribute both to our economic strength and the cultural vitality of area. In 2008, nearly 72 percent of business establishments in the Austin region had fewer than 10 employees.

Technology, medical, and institutional uses such as higher education and government form the base of Austin's economy. In recent years, the proportion of health care, management, arts, entertainment, and food service jobs have increased. In addition, Austin's technology sector has diversified and job growth is expected in high-tech computer and software employment, medicine and medical research, life sciences, clean energy, creative and technology industries, data centers, and professional services. The percentage of workers with college degrees continues to rise and is significantly higher than the rate for Texas.

As described in core principles for action (Chapter 1), Austin must harness its strong economy to expand opportunity and social equity to all residents. The city must build a vibrant, resilient, and diverse economy that celebrates innovation and creativity; provides equitable opportunities for people; and protects the environment. Sustainability includes not only environmental stewardship and social equity, but also economic prosperity for Austin residents and businesses.

KEY ISSUES AND TRENDS:

- Between 1990 and 2010, Austin's labor force increased by over 50 percent – more than twice the national rate.
- New retail and office development in surrounding communities is reducing Austin's share of those markets.
- Austin's highly-educated workforce makes the city attractive to high-growth companies seeking to relocate or establish operations in the Austin area.
- Austin continues to create professional and skilled service jobs. However, access to these jobs is limited for many minority groups and individuals with lower educational attainment.
- Austin's creative industries are a key to continued growth.
- Austin's lower wages (relative to other major U.S. cities) creates an impediment to attracting talented workers.
- Entrepreneurship and the ability of existing businesses to adapt to new technologies will continue to drive Austin's economy.
- Austin's natural beauty and climate is critical to the city's attractiveness for business and employees as we compete as a global city.
- Adapting to climate change impacts, such as increased summer temperatures and extended drought, that impose threats to Austin's economic competitiveness.

KEY CHALLENGES FOR THE FUTURE

- Sustaining Austin's position as the economic hub of the Central Texas region.

- Ensuring that new employment growth can be accommodated in mixed-use centers and corridors and other areas well-served by transit.

- Attracting and developing experienced, higher-level talent in high-growth industries.

- Working with educational institutions and business leaders to expand job training opportunities in areas such as business management, entrepreneurship, and health services to meet expected local industry demands and community needs.

- Creating well-paid jobs in the clean energy industry particularly in solar manufacturing and installation, energy services companies, and green building.

- Reducing the number of obstacles facing local and small creative businesses, such as the availability of physical space for industry and business incubation, affordable commercial rents, education and training, health care and housing options.

- Preserving small businesses that may be adversely affected by new development.

- Encouraging and supporting the stability and growth of local business and creative sector to sustain our homegrown business community, distinctive economy, and quality of life.

- Expanding Austin's economic base by positioning the city as world class medical research and technology center by establishing a medical school and residency programs.

- Increasing the amount of well paying jobs to allow more people to live and work in Austin in the face of rising costs.

- Preserving Austin's quality of life and expanding its image to more fully embrace its diversity of people, experiences, and opportunities.

ECONOMIC POLICIES

ECO 1. Promote and measure business entrepreneurship, innovation and a culture of creativity. (See also ACC 1)

ECO 2. Implement policies that create, nurture, and retain small and local businesses and minority and women owned business. (See also ACC 1, ACC 2)

ECO 3. Build on the Austin metropolitan area's position as a leader in global trade.

ECO 4. Continue to strengthen partnerships among Chambers of Commerce, state and local governments, and major employers and leverage incentives to attract and retain major employers. (See also ECO 4; CER 18)

ECO 5. Enhance Austin's draw as a premier national and international tourist destination by strengthening and diversifying the arts and entertainment offerings, enhancing natural resources, expanding the availability of family-friendly events and venues, and encouraging physical activity. (See also ACC 1; ACC 7; HP 1; HHS 3) **ECO 6.** Encourage and support innovation and creativity through flexible city policies addressing online and digital media and directed at specific geographic areas through maintenance and improvement of physical infrastructure and adaptive reuse of buildings, so that small and local businesses can thrive in both actual and virtual reality (See also ACC 8; ACC 15)

ECO 7. Promote Downtown as the premier business district in the region and expand the presence of global finance and trade.

ECO 8. Invest in, construct, and expand major multi-cultural facilities in Austin's Downtown.

ECO 9. Establish a medical school and residency programs to spur medical and life science technology investments and meet the region's growing needs for healthcare.

ECO 10. Cluster or co-locate high schools, vocational schools, colleges or universities near employment centers, such as healthcare facilities, biotech and green technology facilities, to better connect students to potential employment opportunities. (See also LUT 12; CFE 5; CFE 7)

ECO 11. Expand the educational offerings and establish cooperative partnerships between Austin Community College, the University of Texas, and other institutions of higher learning to retain students and support target industries' education and training requirements. (See also LUT 12; CFE 5; CFE 7)

ECO 12. Engage major employers, institutions of higher education, and non-profit organizations to provide leadership in meeting the needs of chronic unemployed and underemployed residents, such as people with disabilities, and former clients of the criminal justice or foster care systems.

ECO 13. Promote "start-up districts" where new businesses benefit from locating near transportation infrastructure, services, suppliers, mentors, and affordable support facilities. (See also ACC 9)

ECO 15. Improve regional transportation planning and financing for infrastructure, such as air, rail, and roads, to ensure the reliable movement of goods and people.

ECO 16. Invest in sustainable, affordable utility sources (communications, power, water, wastewater) to meet the needs of increasing population and employment bases. (See also EN 1; EN 4)

ECO 17. Expand connectivity within the Texas Triangle (Dallas/Fort Worth, Austin, San Antonio, and Houston) in order to facilitate movement of ideas, goods, and people for economic prosperity. (See also LUT 17; LUT 18; LUT 19; LUT 23)

ECO 18: Invest in the region's people through long-term job training for living wage jobs.

BUILDING BLOCK 4: CONSERVATION AND ENVIRONMENT

As one of the fastest growing regions in the U.S., a major challenge facing Austin and Central Texas is the protection of the region's environmental resources, particularly watersheds, waterways, water supply, air quality, open space, and urban tree canopy. These resources perform essential functions and provide vital benefits to the City and its residents. As development continues in or near environmentally sensitive areas, ongoing mitigation, preservation, and conservation efforts will be required.

Austin is located along the Colorado River, where it crosses the Balcones Escarpment, an area notable for its diversity of terrain, soils, habitats, plants, and animals. Austin and the region are known for the Colorado River, the Highland Lakes system, and creeks such as Bull Creek, Barton Creek, and Onion Creek. In addition, Barton Springs, the fourth largest spring in Texas, discharges an average of 27 million gallons of water a day from the Barton Springs Segment of the Edwards Aquifer. The springs feed Barton Springs Pool, one of the most popular and visited natural attractions in Central Texas.

Austin must conserve, protect, and support our natural resource systems by developing and adopting better practices for long-term stewardship of Austin's environment.

KEY ISSUES AND TRENDS:

- The Colorado River provides the majority of Austin's water supply. The City has contracts to meet demand at least through 2050.
- The Edwards Aquifer, one of the most important and sensitive aquifers in Texas, feeds a number of springs in Austin, including Barton Springs and its pool. The aquifer underlies approximately 42 percent of the city's land area.
- Austin has a Drinking Water Protection Zone regulation for watersheds that drain to Lake Travis, Lake Austin, Lady Bird Lake, and Barton Springs.
- Central Texas is in compliance with all federal air quality standards. However, the region is in danger of exceeding ground-level ozone due to stricter federal standards.
- Farmland in Travis County decreased by 12 percent between 2002 and 2007 due to urbanization and farmland being taken out of production.
- In 2006, Austin's tree canopy cover was estimated at 30 percent of its total land area.
- The City is engaged in several programs to preserve sensitive lands, including purchasing land for water quality protection.
- In 2007, the City passed the Austin Climate Protection Plan resolution, committing the City of Austin to national leadership in the fight against global warming.
- Regional cooperation is needed to more completely implement climate change solutions.

KEY CHALLENGES FOR THE FUTURE

- Protecting Austin's watersheds, waterways, and water supply within Central Texas, one of the fastest growing regions in the country.

- Reducing the impact of development in environmentally sensitive watershed areas, particularly in areas affecting Barton Springs and the Edwards Aquifer.

- Improving regional planning and coordination to provide adequate water-related infrastructure and protect environmentally sensitive areas.

- Reducing the impact of development on creeks and water courses, mostly east of IH 35, prone to erosion and characterized with large flood plains.

- Monitoring and increasing Austin's tree canopy as urbanization occurs.

- Slowing the rate of farmland loss and protecting valuable agricultural land from development.

- Balancing growth and protection of our natural resources to create a future that is sustainable.

- Preserving land with sensitive environmental features and plant and animal habitat from development.

CONSERVATION AND ENVIRONMENT POLICIES

CER 1. Permanently preserve areas of the greatest environmental and agricultural value.

CER 2. Conserve Austin's natural resources systems by limiting development in sensitive environmental areas that include Edwards Aquifer and its contributing and recharge zones and endangered species habitat). (See also H6; RO 6; HP 7; HP 8)

CER 3. Expand the city's green infrastructure network to include such elements as preserves and parks, trails, stream corridors, green streets, greenways, and agricultural lands. (See also UD 6; RO 8)

CER 4. Maintain and increase Austin's urban forest as a key component of the green infrastructure network. (See also UD 6)

CER 5. Expand regional programs and planning for the purchase of conservation easements and open space for aquifer protection, stream and water quality protection, wildlife habitat conservation, as well as sustainable agriculture.

CER 6. Enhance the protection of creeks and flood plains to preserve environmentally and other sensitive areas and improve the quality of water entering the Colorado River through regional planning and improved coordination. (See also WPD 6; WPD 7; WPD 8; WPD 10; WPD 11; WPD 13)

CER 7. Protect and improve the water quality of the City's creeks, lakes, and aquifers for use and the support of aquatic life. (See also WPD 8; WPD 10; WPD 11; WPD 13; WPD 14)

CER 8. Improve the urban environment
by fostering safe public uses of waterways for public recreation activities such as swimming and boating that maintains the natural and traditional character of the waterway and floodplain). (See also RO 7)

CER 9. Reduce the carbon footprint of the City and its residents by implementing Austin's Climate Protection Plan and develop strategies to adapt to the projected impacts of climate change. (See also H 6; EN 2; EN 3; EN 4; PB 5)

CER 10. Improve the air quality and reduce greenhouse gas emissions resulting from vehicle use, traffic and congestion, industrial sources, and waste. (See also LUT 14; LUT 15; LUT 16; LUT 23; ECO 15; RO 3; HHS 3; CFE 15)

CER 11. Integrate development with the natural environment through green building and site planning practices such as tree preservation and reduced impervious coverage and regulations. Ensure new development provides necessary and adequate infrastructure improvements. (See also UD 6; EN 2; EN 3; EN 4)

CER 12. Adopt innovative programs, practices, and technologies to increase environmental quality and sustainability and reduce Austin's carbon footprint through the conservation of natural resources. (See also WPD 9)

CER 13. Incent, develop, and expand the market for local and sustainable food, which includes such activities as farming, ranching, and food processing. (See also HHS 6; HHS 7)

CER 14. Establish policies that consider the benefits provided by natural ecosystems, such as ecological processes or functions in places such as wetlands and riparian areas that have value to individuals or society.

CER 15. Reduce the overall disposal of solid waste and increase reuse and recycling to conserve environmental resources. (See also SW 1; SW 2; SW 3; SW 5; SW 6)

CER 16. Expand and improve regional collaboration and coordination in preserving Central Texas' natural environment. (See also LUT 2)

BUILDING BLOCK 5: CITY FACILITIES AND SERVICES

City facilities and services include the infrastructure and services that underlie day-to-day life in Austin. They create and convey many of the necessities of modern life—electricity, transportation, solid waste collection, wastewater, drainage, and drinking water—and help define and shape our city. These also include public safety, health and other services, and recreational opportunities for Austin's residents.

The City of Austin is comprised of 30 departments and about 12,000 employees that provide direct services to residents and other departments. In addition to typical municipal services (such as police, fire, emergency, parks, libraries, solid waste, and streets), Austin also operates an electric utility (Austin Energy), a water/wastewater utility (Austin Water Utility), the Palmer Events Center and the Neal Kocurek Memorial Austin Convention Center, and the Austin-Bergstrom International Airport.

Potable Water, Wastewater, Solid Waste, and Drainage

In 2008, Austin Water Utility managed water and wastewater service connections, serving an overall population of approximately 895,000 people. Austin Water's total operating costs for fiscal year 2009 was approximately $400 million. In addition, Austin Water Utility manages the City's wildlands conservation, water conservation and water reclamation programs and operates the Center for Environmental Research at Hornsby Bend.

Austin Resource Recovery is responsible for citywide litter abatement and collection of discarded materials. In addition to providing weekly garbage and yard trimmings collection services, the City offers bi-weekly curbside recycling to its customers. Austin Resource Recovery's annual operating costs are approximately $66 million. Its primary source of revenue is residential solid waste collection fees.

Austin Resource Recovery serves approximately 164,000 residential customers, 235,000 anti-litter customers, and 2,600 commercial customers, who account for approximately 25% of all materials discarded in Austin each year.

The Watershed Protection Department is responsible for the operation and maintenance of the municipal storm water conveyance systems for the City. This includes the area's natural water resources, which are a source of community pride, drinking water, recreational opportunities, attractive views, and support for the region's green infrastructure. Watershed Protection maintains more than 900 miles of storm drainpipe, ranging in size from as small as six inches in diameter to the Little Shoal Creek Tunnel, which is a 10-foot concrete arch. In addition to minor channels and ditches, the system includes over 29,000 storm drain inlets, 3,200 manholes, 4,500 outfalls, 9,000 culverts, and 4,000 ditches. This system is intended to efficiently convey stormwater flows to the primary drainage system in Austin—its creeks. When the secondary drainage system is inadequate, localized flooding usually occurs.

Energy

Austin Energy serves 388,000 customers (with a population of more than 900,000), including several communities outside of Austin's city limits. In 2008, it had approximately 2,760 megawatts of generation capacity, including generation from coal, nuclear, natural gas, wind, solar, and landfill methane. From 1982 to 2003, Austin Energy's conservation, efficiency, and load-shifting programs reduced peak demand by 600 MW. Since 2004, the utility has been working on a goal to reduce peak demand by an additional 700 MW by 2020.

Austin Energy maintains over 5,000 miles of overhead primary and secondary power lines, 4,000 miles of underground primary and secondary lines, and 48 substations.

Public Safety

Austin's public safety departments operate as three separate services: police, fire, and emergency medical services (jointly funded by the City of Austin and Travis County). The three services maintain more than 70 stations throughout the Austin and Travis and employ more than 3,700 employees.

Public Buildings and Facilities

Municipal functions are distributed across the City, but the majority of the City's administrative functions operate from either City Hall or One Texas Center. Austin's building inventory includes approximately 250 facilities, both owned and leased, such as offices, libraries, recreation centers, fire stations, and service/fleet operating facilities.

The Austin Public Library System has 20 branch libraries, the John Henry Faulk Central Library, and the Austin History Center. Together, Austin Public Libraries received more than 3.2 million visits in 2007-08. Austin libraries provide many residents their primary access to the internet; in 2007-08, 900,000 computer users logged in at a library. In 2006, voters approved bonds for a new 250,000 square foot central library that is scheduled to open in 2014.

Recreation and Open Space

The City has over 35,000 acres of parks and preserves consisting of metropolitan parks, district parks, neighborhood parks, school parks, pocket parks, greenways, waterways, golf courses, senior activity centers, tennis courts, special parks, and nature preserves. The Austin Parks and Recreation Department is responsible for the management of parks, recreational centers, museums, arts and performance space, a botanical garden, a nature center, and an urban forestry program. The Public Works and Parks and Recreation Departments work together to create an interconnected bicycling, pedestrian and trails network. Parks, trails, and preserves

contribute to the city's green infrastructure network.. This network includes the natural resource areas described in the Conservation and Environment Building Block that includes such areas as wetlands, woodlands, waterways, conservation lands, forests, farms and ranches, and outdoor recreational areas and trails.

KEY ISSUES AND TRENDS:

- Continued suburban sprawl can strain the city's public safety budget, as more development on the city's fringes will require additional police and fire stations to ensure adequate response times.
- Low-density, suburban development will require costly water and sewer infrastructure extensions.
- Despite the fact that the city has an above-average amount of parkland, more attention needs to be paid to creating smaller parks that are within walking distance of residential neighborhoods. The absence of these smaller parks means that many areas of the city are not adequately served by the park system.
- Austin is a regional leader in conservation strategies, but must be proactive in planning for supplying water and other municipal services to its rapidly-growing population.
- More residents and businesses need to recycle to reduce the amount of solid waste deposited in regional landfills.
- The City of Austin's Municipal Climate Action Program requires all departments to reduce greenhouse gas emissions from operations and facilities.

KEY CHALLENGES FOR THE FUTURE

- Continuing to provide high-quality public services to a city that is expanding through suburban development, annexation, and higher-density redevelopment in the urban core.

- Improving the city's resiliency to address the effects of climate change, including hotter, drier seasons and droughts.

- Expanding our commitment to reducing water use through conservation, reclamation, and drought-management programs while identifying and addressing the effects of doing so on revenue and operating expenses.

- Reducing the volume of stormwater runoff and improving the quality of groundwater infiltration.

- Reducing energy consumption to meet the energy efficiency goals set by Austin Energy and the greenhouse gas reduction goals of the Austin Climate Protection Plan.

- Increasing recycling rates from multi-family, commercial, institutional, industrial, and manufacturing waste generators.

- Developing more local recycling and composting facilities with capacity to handle large volumes of discarded materials.

- Adapting to and taking advantage of new technologies in police, fire, and public library services.

- Ensuring public safety facilities have the space and additional land to house staff and equipment in locations that serve existing and new development and minimize response times.

- Providing services to a city with a changing demographic profile. The increase in older and younger Austinites will require additional services oriented to these age groups. The changing ethnic and racial composition of the city will also shift demand for certain services, including an increased need for multilingual communications.

- Providing sufficient funding for maintaining parks and other recreation facilities as the acreage and number of facilities continue to increase.

- Strengthening partnerships between the City of Austin and private organizations, volunteers, and community groups to efficiently provide open space and recreation.

- Preserving environmentally sensitive areas as open space and providing parks within walking distance of all city residents.

- Maintaining existing public infrastructure and facilities such as streets, public buildings, parks, and water, wastewater, and drainage systems while planning for new investments to accommodate future growth and the community's desire for new programs and infrastructure.

- Collaborating with Travis, Williamson, and Hays Counties as well as other partners to address the challenges identified above.

WASTEWATER, POTABLE WATER, AND DRAINAGE POLICIES

WPD 1. Deliver potable water to Austin's residents as the population grows and maintain an efficient and sustainable water and drainage system in support of the Growth Concept Map. (See also LUT 1)

WPD 2. Maintain water, wastewater, and stormwater infrastructure regularly through its useful life and replace aged infrastructure as conditions warrant. Continue to ensure safe and reliable service.

WPD 3. Continue to develop and evaluate decentralized wastewater processing site options, including package plants and satellite facilities, to complement centralized facilities.

WPD 4. Expand efforts to develop diversification of water sources including reuse, conservation, and efficiency measures for long-term and reliability planning.

WPD 5. Plan for and adapt to increased drought, severe weather, and other potential impacts of climate change on the water supply.

WPD 6. Protect the public water supply and the health and safety of users. (See also LUT 12; CER 6)

WPD 7. Reduce the threats flooding poses to public safety and private property . (See also CER 6)

WPD 8. Reduce pollution in all creeks from stormwater runoff, overflow, and other non-point sources.[6] (See also CER 6; CER 7)

WPD 9. Reduce per capita potable water use through conservation, water reclamation, and other water resource stewardship programs. (See also CER 12)

WPD 10. Protect and improve the health of Austin's streams, lakes, and aquifers for sustainable uses and the support of aquatic life. (See also CER 6; CER 7)

WPD 11. Protect the health of creeks and preventi public and private property damage by minimizing erosion. (See also CER 6; CER 7)

WPD 12. Maintain or enhance the existing rate of recharge in the Edward's Aquifer.

WPD 13. Meet or exceed all local, state, and federal permit and regulatory requirements for such processes and programs as Designated Use Support status and the National Flood Insurance Program. (See also CER 6; CER 7)

WPD 14. Integrate erosion, flood, and water quality control measures into all City of Austin capital improvement projects. (See also CER 7)

SOLID WASTE POLICIES

SW 1. Create a regional solid waste management plan that addresses the waste management implications of continued growth in Central Texas. (See also CER 15)

SW 2. Expand waste diversion rates and services:

- Require recycling at apartment complexes, retail establishments, restaurants, and manufacturers

- Increase the types of materials that can be added to curbside collection

- Develop more effective recycling practices for construction and demolition debris

- Increase composting at homes and businesses

- Improve recycling of material and food scraps in public spaces, in trash receptacles on city streets, and at public events (See also CER 15)

SW 3. Divert hazardous waste from landfills and increase participation in recycling hazardous materials by developing programs and practices such as on-call door-to-door hazardous waste collection program. (See also CER 15)

SW 4. Divert bulk items such as furniture and other household items from landfills and consider ways to recycle or reuse these materials.

SW 5. Improve awareness and participation in the City's recycling programs through traditional and emerging methods such as large-scale media, social marketing campaigns, and presence at public events. (See also CER 15)

SW 6. Continue to work with the Texas Product Stewardship Council and others to advocate for statewide "extended producer responsibility" initiatives that require manufacturers and retailers to stop using "hard to recycle" and/or toxic products. (See also CER 15)

ENERGY POLICIES

EN 1. Support the Growth Concept Map and provide affordable, reliable electricity to Austin's residents and businesses. (See also ECO 16)

EN 2. Reduce per capita energy use through conservation and improvements that make buildings more energy efficient. (See also CER 9; CER 11)

EN 3. Reduce peak energy demand and total electric generation capacity that Austin Energy needs to maintain by encouraging users to use electricity during off-peak hours. (See also CER 9; CER 11)

EN 4. Increase the share of renewable energy sources, such as wind, solar, and biomass, used by Austin Energy to generate electricity, including infrastructure for on-site sources throughout the city. (See also ECO 16; CER 9; CER 11)

PUBLIC SAFETY POLICIES

PS 1. Reduce crime rates, thereby improving the perceived and actual safety in neighborhoods across Austin.

PS 2. Incorporate community outreach and involvement in public safety in order to build trust between the police force and Austin's minority communities. (See also HHS 5; CFE 4)

PS 3. Provide public safety services to newly annexed areas and areas with increased activity, such as new neighborhoods, redevelopment areas, transportation corridors, and mixed-use centers.

PS 4. Provide preventive safety education (fire, police, and emergency services) to Austin residents with particular attention paid those individuals who speak little or no English.

PS 5. Increase the use of joint or shared facilities between public safety and other city service providers, when possible, to provide residents with efficient services, reduce costs, and maintain public safety infrastructure. (See also CER 9; CFE 4)

PS 6. Improve collaboration between public safety providers and city planners to incorporate best development practices to reduce crime by such means as improved lighting, density, better designed neighborhood ingresses and egresses, and putting more "eyes on the street."

PS 7. Collaborate and coordinate with other public safety agencies at the county, state, and federal levels to share resources and address the increasingly regional nature of crime.

PS 8. Maintain quality standards in recruiting and training new public safety officers, and strive for a public safety workforce that reflects Austin's changing demographics.

PS 9. Continue to improve education and training of public safety employees and build new skills in using technology to improve public safety.

PUBLIC BUILDING POLICIES

PB 1. Improve access to neighborhood libraries to promote the establishment of Complete Communities throughout Austin.

PB 2. Distribute public buildings where neighborhood services are located and other accessible locations throughout the city. (See also CFE 7)

PB 3. Improve multi-modal public transportation access to the City's public buildings and facilities, including the Austin-Bergstrom International Airport.

PB 4. Integrate public buildings and facilities into active, walkable, mixed-use neighborhoods and complete, healthy communities. (See also LUT 5; H1; HHS 3; CFE 11)

PB 5. Reduce energy consumption and waste generation in all public buildings to meet the City's greenhouse gas reduction and Zero Waste goals.

PB 6. Develop public buildings and facilities that create healthy work environments and educate the public about energy-efficient, sustainable building and landscape best practices.

RECREATION AND OPEN SPACE POLICIES

RO 1. Serve Austin's diverse, growing population and provide family-friendly amenities throughout the city by developing new parks and maintaining and upgrading existing parks. (See also UD 1)

RO 2. Ensure and increase equitable access to and opportunities for arts, recreation and leisure activities for all ages throughout the City. (See also ACC 14)

RO 3. Increase connectivity between neighborhoods and from neighborhoods to parks and greenways through the use of sidewalks, bicycle lanes, and trails. (See also UD 4; N1; CER 10)

RO 4. Maximize the role of parks and recreation in promoting healthy communities and lifestyles.

RO 5. Feature superior design in parks and recreational facilities and include opportunities for public art and green and sustainable design solutions. (See also UD 7; ACC 16: ACC 17)

RO 6. Expand the amount of permanently protected natural and environmentally sensitive areas for use as open space and passive recreational areas. (See also LUT 21; CER 2)

RO 7. Foster the use of creeks and lakes for public recreation and enjoyment in a manner that maintains their natural character. (See also CER 8)

RO 8. Extend existing trail and greenway projects to create an interconnected green infrastructure network that include such elements as preserves and parks, trails, stream corridors, green streets, greenways, agricultural lands that link all parts of Austin and connect Austin to nearby cities. (See also LUT 22; CER 3)

RO 9. Maintain existing partnerships and develop new relationships among City of Austin departments, regional governments, other governments, community organizations, and volunteers to support recreational services and achieve higher levels of service.

BUILDING BLOCK 6: SOCIETY

A community's overall health is affected by the quality of the built and natural environment as well as the services available. The built environment refers to the human-made surroundings —roads, neighborhoods, parks, and buildings that define the physical form of a city. The natural environment refers to resources such as air, water, soil,

and flora and fauna. Built and natural environments that promote health and well-being place fewer demands on public health services. Promoting community-wide health and wellness, safety, disease prevention, and mitigation of potential environmental hazards and disasters are all components of a healthy community. Accessibility to quality educational options promotes a sustainable community with its residents prepared for a changing world and economy.

The ongoing national discussion about childhood and adult obesity and their associated illnesses— diabetes, high blood pressure, and heart disease— indicates the need to address healthy communities on all fronts. Addressing the design of cities and their neighborhoods, corridors, and centers is crucial in laying the groundwork for creating healthy communities.

As Austin becomes more diverse, so do its families. There are large and small ones; there are married and non-married couples who may or may not have children; some families may have only one parent and others may have extended families living under a single roof; some heads of families are gay or lesbian and may or may not have children; as well as a host of other families. Regardless of their composition, families need access to services, healthy food, transportation choices, healthy housing, family- and children-friendly activities, and a safe environment. Healthy children and families are essential for a strong and resilient community.

Austin is a highly educated city with a large portion of the population having advanced degrees. However, there are populations and parts of the city that lag behind in education. To ensure that all Austinites can take part in the future envisioned by Imagine Austin, more educational opportunities are needed. Education goes beyond basic primary, secondary, and university education; it also includes quality education and day care from birth, continuing education throughout life, and job skills training.

KEY ISSUES AND TRENDS:

- Health care access in Austin is slightly better than the U.S. average, but below what would be considered optimal. The percentage of Travis County residents with health insurance is decreasing and lower income families are less likely to be covered.
- As of 2009, all Central Texas counties were classified as "medically underserved" by the US Department of Health and Human Services.
- The Central Texas Sustainability Indicators Project found that nearly all clusters of middle school students who are obese are located in economically disadvantaged neighborhoods in northern, eastern, and southern parts of the city.
- According to the Austin Independent School District, in the 2008-2009 school year, less than 65 percent of students had healthy body mass index - a ratio of a person's height and weight often used as a health indicator.
- Long term trends showing significant increases in diabetes rates will place a strain on delivery of health services.
- Currently, Austinites aged 45 and over are making the largest gains in population. Services specific to an aging population will increase as this group ages.
- Access to healthy foods is limited in some neighborhoods. Proximity and cost can both be limiting factors for access, particularly in economically disadvantaged neighborhoods.
- As housing becomes more expensive in Austin, some families are seeking homes outside of the city and farther from jobs – resulting in increased transportation costs and travel times.

KEY CHALLENGES FOR THE FUTURE

- Ensuring that health care providers continue to meet the needs of the changing population, including seniors and the disabled.

- Providing accessible preventive and basic health care and services for all residents, including the economically disadvantaged, uninsured, and underinsured.

- Becoming a leader in health care research and technology.

- Improving access to services for those struggling with drug and alcohol abuse.

- Providing reliable access to housing and quality childcare for low- and middle-income families.

- Increasing access to programs to enhance birth to age 5 development, quality pre-kindergarten options to make sure children are prepared to begin primary education and providing high-quality education and services to all residents of Austin.

- Ending homelessness with supportive housing, mental health services, counseling, and alcohol and drug treatment.

- Increasing accessibility and affordability of healthy lifestyle choices for low-income families and residents.

- Raising childhood fitness levels to help stem the tide of childhood health problems such as obesity and asthma.

- Ensuring that neighborhood streets are both safe and widely perceived to be safe to encourage children to play outside and encourage more outdoor activities by residents.

- Protecting the population from hazardous substances and pollution.

- Preparing high school, vocational school, and college graduates to enter the work force at a competitive level.

- Improving access to job resources and training to improve ability to find jobs paying a living wage.

- Using schools as community centers and places for lifelong learning for activities such as parenting classes, early childhood learning, tutoring, adult education, libraries, and technology education.

- Reducing high-school and college drop-out rates.

- Reducing the incidence of teen pregnancy through expanded education programs and assisting those teens who do get pregnant with better access to prenatal healthcare, programs to keep them in school, and job training.

HEALTH AND HUMAN SERVICE POLICIES

HHS 1. Provide access to primary, preventive health, trauma, specialty care, and urgent care.

HHS 2. Attract and retain high-quality health service providers (including doctors, dentists, specialists, medical technicians, and nurses) and promote the development and expansion of medical education opportunities.

HHS 3. Encourage more active lifestyles through new and redevelopment that supports walking and bicycling. Locate retail, services, and public facilities such as parks, health services, and libraries in or near neighborhoods to reduce traffic congestion and contribute to an improved sense of community. (See also LUT 3; LUT 5; H1; H4; H5; CER 10; ECO 5)

HHS 9. Develop and promote tobacco cessation programs and regulations to support tobacco-free environments.

HHS 4. Reduce homelessness through long-term supportive housing, mental health services, counseling, and alcohol and drug treatment.

HHS 5. Develop close relationships between public safety personnel and neighborhoods to promote cooperation and safety. (See also PS 2)

HHS 6. Promote the availability of and educate the community about healthy food choices, including "slow food" (local food traditions, small-scale food processing, and organic agriculture) and nutritional education programs. (See also CER 13)

HHS 7. Provide broad access to fresh foods, local farmers markets, co-ops, grocery stores, community gardens, and healthy restaurants in neighborhoods. (See also CER 13)

HHS 8. Improve educational opportunities for marginalized populations and provide better services for at-risk segments of our community.

HHS X. Reduce the incidence of teenage pregnancy and address the associated social and health concerns.

CHILDREN, FAMILIES, AND EDUCATION POLICIES

CFE 1. Develop public transportation options that link all areas of the City, are affordable to economically disadvantaged groups, and provide access to job opportunities and services. (See also LUT 7)

CFE 2. Increase the variety of housing options such as the types of housing and number of bedrooms to meet the needs of family and non-traditional households including households with children. (See also LUT 5; H1)

CFE 3. Provide opportunities for seniors and persons to live in affordable housing that meets their specific needs and in neighborhoods that allow them to safely travel to and from accessing their daily needs.

CFE 4. Locate emergency services within close proximity to all neighborhoods and continue to improve community outreach and relationships between police and neighbors. (See also PS 2; PS 5)

CFE 5. Collaborate with educational partners to increase access to educational opportunities for higher education, technical education and vocational training in Austin area public schools, colleges, universities, and other educational facilities. Match job training with current and expected employment needs for existing and emerging "target industries." (See also ECO 10; ECO 11)

CFE 6. Increase the availability of continuing education.

CFE 7. Work with the school districts on planning for long-range student population growth from kindergarten through high school. Encourage school district support of the Imagine Austin Comprehensive Plan in securing new educational facilities and maintaining existing facilities. (See also LUT 12; ECO 10; ECO 11; PB 2)

CFE 8. Improve educational opportunities for marginalized populations.

CFE 9. Coordinate with educational and business partners to increase the availability of quality early education, child care, after school, and preschool programs for all residents, especially low and middle income households and families with children with disabilities.

CFE 10. Enact land use and other planning policies that enhance the quality of life for families with children and promote family-friendly neighborhoods and services.

CFE 11. Increase dense, compact family-friendly housing in the urban core by creating standards and guidelines that encourage private interests to create more family-friendly development. (See also LUT 5)

CFE 12. Improve access to quality child care services near homes and workplaces.

CFE 13. Partner with local school districts to transform school yards into multi-use recreational and exercise facilities with such amenities as playgrounds, athletic courts and fields, walking/running tracks and swimming pools.

CFE 14. Partner with local school districts, non-profits, and civic groups to expand after school and summer programs for children of all ages and abilities. (See also ACC 11)

CFE 15. Increase sidewalks and bicycle lanes in neighborhoods to create safer routes to schools, parks, and transit stops. (See also LUT 13; CER 10)

CFE 16. Ensure that Austin children in every part of town have access to an excellent education.

CFE 17. Partner with Austin-area school districts to enhance policies and practices that support neighborhood-based schools.

CFE 18. Collaborate with school districts and with public and private entities to create joint-use partnerships at existing and new public school campuses.

CFE 19. Create public spaces that attract and engage children and serve as gathering places for children and families. (See also LUT 5; UD 1)

BUILDING BLOCK 7: CREATIVITY

Austin's creativity is expressed through the arts, music, dance, film, food, design, gaming, architecture, cultural traditions and history, and a variety of print and electronic media. A young, diverse city with a tradition of attracting creative individuals, Austin has a national reputation for its artistic and welcoming culture. It is routinely ranked as one of the "Best Of" cities in the country based on a high percentage of its workforce in creative jobs, a relatively low cost of living (especially when compared to the East and West Coasts), and healthy employment and salary growth.

The Cultural Arts Division within the Economic Growth and Redevelopment Services Office, oversees the City's cultural arts programs and the development of arts and creative industries as a part of Austin's overall economic development strategy. Programs include Art in Public Places, community based arts development, assistance for the music, film and creative industries, and initiatives designed to support and encourage Austin's creative identity and vitality. The History, Arts and Nature Division of the Parks and Recreation Department provides artistic, cultural and historical opportunities for the public at its museums, theaters, and arts centers. They provide exhibits,

classes, programs, and low-cost or free use of their facilities which supports a lifelong learning in the arts and helps incubate local arts.

Arts, culture, and creativity are highly valued in Austin. Following a two-year planning effort, the City adopted the CreateAustin Cultural Master Plan in 2010. In addition to refining the City's roles and responsibilities for cultural support and identifying strategies for both the City and the community to implement, the planning process sparked partnerships between community leaders and the City. Austin must support and value the city's arts and creative sectors as vital contributors to the city's identity, economy, and quality of life.

KEY ISSUES AND TRENDS:

- Austin's arts and entertainment scene is a cornerstone of the city's identity in 2011.
- Arts and entertainment are also important elements of the city's economy and can be leveraged for additional economic growth.
- City and private funding for local arts facilities and programs is critical to the ongoing strength of the arts in Austin.
- Lower-income and minority communities may not have adequate opportunities to participate in Austin's arts programs and events.
- Workforce development programs should include job training for technological, arts-related occupations.

KEY CHALLENGES FOR THE FUTURE

- Providing affordable, accessible, and functional studio, performance, rehearsal and office spaces for small organizations and individual artists.

- Ensuring that affordable residential units and transportation options are available for artists as housing costs and land values in the urban core rise.

- Improving awareness and visibility of the City of Austin's many public art projects and its broad range of cultural resources, including museums and art centers.

- Providing ongoing funding for community arts programs.

- Maintaining a strong commitment to cultural and arts programs in schools and communities, and ensuring that all residents have equal access to these programs.

- Increasing the role of arts and creativity in strengthening Austin's multicultural identity.

- Integrating arts and performance facilities and activities with downtown development in a way that is true to Austin's identity.

- Managing conflicts between live music and a growing urban population.

ARTS, CULTURE, AND CREATIVITY POLICIES

ACC 1. Continue to grow artists, micro-enterprises, and small arts organizations as businesses, and support iconic cultural institutions to sustain and grow Austin's economic and cultural vitality. (See also ECO 1; ECO 2; ECO 5)

ACC 2. Increase and enhance coordination, resource sharing, and partnerships among artist and creative individuals, organizations, institutions, and businesses. (See also ECO 2)

ACC 3. Increase philanthropic, public, and resident support and participation in artistic and creative activities in Austin.

ACC 4. Continue to sustain and grow Austin's successful live music scene, festivals, theater, film and digital media, and other creative offerings.

ACC 5. Continue to explore and identify solutions to support live music venues and while addressing sound abatement issues.

ACC 6. Encourage new or existing art forms, new approaches to the creation or presentation of art, or new ways of engaging the public, including children, with art.

ACC 7. Grow Austin's regional and global cultural efforts in order to stimulate trade and bring new resources to the community. (See also ECO 5)

ACC 8. Expand access to affordable and functional studio, exhibition, performance, and office space for arts organizations, artists, and creative industry businesses. (See also ECO 14)

ACC 9. Encourage artists and other creative individuals by promoting the creation of live/work spaces, and creative industry hubs, districts, and clusters as retail, community, or neighborhood anchors and activity generators to attract and support other economic and community enterprises. (See also LUT 3; H4; HHS 3)

ACC 10. Improve access to affordable living to include housing, healthcare, and effective transportation in order to develop and retain Austin's creative organizations, industries, and individuals. (See also H3; H4; HHS 5; CFE 3)

ACC 11. Encourage creativity, imagination and arts-based education in schools and neighborhoods throughout Austin to sustain Austin's "culture of creativity" as a fundamental facet of Austin's spirit and mindset. (See also CFE 14; CFE 16; PG 1; HHS 8)

ACC 12. Construct, sustain, and grow Austin's multicultural and artistic heritage from African-American, Hispanic, Asian, and other ethnic and culturally-specific groups as the city develops and grows.

ACC 13. Create avenues for cultural variety and provide the opportunity for all groups to benefit from the different cultures present in Austin.

ACC 14. Encourage grassroots, neighborhood-based organizations and activities that promote art, imagination, and creativity to enhance the role the arts play in community life. (See also LUT 5; HHS 8; RO 2)

ACC 15. Maximize the recognition and participation of arts and creativity as part of Austin's "Creative Economy."

ACC 16. Increase the availability of significant public art to designate districts and/or their entrances and to assist visitors in navigating the area. (See also UD 7; RO 5)

ACC 17. Define Austin's sense of place through high standards for architecture and urban design, public art, public spaces and public parks, and arts education. (See also RO 5)

ACC 18. Explore existing city policies, processes and regulations regarding the arts to determine what changes can be made to coordinate these with other goals such as historic preservation, affordable housing, and high-density development. (See also HP 6)

ACC 19. Collaborate with area school districts, local businesses, and arts organizations in developing programs that encourage lifelong active engagement and participation in the cultural arts that are accessible to all people throughout Austin. (See also HHS 8)

CHAPTER 5: IMPLEMENTATION AND MEASURING SUCCESS

"As it approaches its 200th anniversary, Austin is a beacon of sustainability, social equity and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens and where the necessities of life are affordable and accessible to all."

  - Preamble to the Imagine Austin Comprehensive Plan's Vision Statement

The vision embodies what we aspire to as a community; however, realizing this future requires directed action. The plan contains the community's vision and aspirations and is the lens through which the City of Austin will look when developing and interpreting policies and regulations; creating master and small area plans; implementing existing plans; and entering into partnerships. It will also guide spending and provide direction for capital improvement projects, budget priorities, and bond packages. Ultimately, the success of this plan will be measured by the extent to which we realize the vision and establish complete communities across the Austin through effective implementation.

Transforming vision into reality through implementation will require incremental steps over time. Eight priority programs provide the structure and direction to implement the plan's Policies and Growth Concept Map (Chapter 4) and Actions (Table 5.1 on page ##). They reflect the core principles for action introduced in Chapter One:

- Grow as a compact, connected city

- Integrate nature into the city

- Provide paths to prosperity for all

- Develop as an affordable and healthy community

- Sustainably manage water and other environmental resources

- Think creatively and practice civic creativity

> **Ranking the Priority Programs**
> As part of the public review of the draft Imagine Austin Comprehensive Plan, the community was asked to rank the priority programs. Almost 2,500 votes were cast and investing in our transportation system to create a compact and connected Austin received the most votes.

Imagine Austin and the City Charter set forth a comprehensive planning program, with annual monitoring and review to ensure Austin becomes the city its people want for the future. Each year, the Planning Commission and staff should develop a work plan that selects components of Imagine Austin's priority programs and establishes how they will be implemented that year.

Priority Programs

The priority programs organize Imagine Austin's key policies and actions into related groups to make it easier to implement the plan. These programs build on existing policies and initiatives, as well as the community input provided during the process to create Imagine Austin. Each program cuts across and implements Policies and Actions from multiple Building Blocks. The structure they provide will allow the City of Austin to more efficiently coordinate its operations, investments, and the provision of core services.

1. Invest in a compact and connected Austin

2. Sustainably manage our water resources

3. Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.

4. Protect environmentally sensitive areas and integrate nature into the city.

5. Grow and invest in Austin's creative economy

6. Develop and maintain affordable housing throughout Austin

7. Create a "Healthy Austin" program

8. Revise Austin's development regulations and processes to promote a compact and connected city

The City of Austin is addressing many elements of the priority programs through current plans, initiatives, and partnerships. The Priority Programs will enable the City of Austin and its partners to pull together, break down silos, make connections, and leverage resources for more effective implementation. The following text provides an initial workprogram for each Priority Program, with short- and long-term steps (while not necessarily indicating priority). Each Program also includes an initial identification of lead and partner departments and organizations who will be involved in each program. Implementation should begin by confirming the lead partner responsible for overall coordination of the program, defining the roles of other involved partners inside and outside of city government, and determining how to engage the community in the process moving forward.

1. Invest in a compact and connected Austin.

Transportation congestion consistently ranks as a major concern to Austinites. Addressing this concern requires the City of Austin and its partners to look for solutions beyond how we travel – automobiles, transit (bus and rail), walking, and bicycling - and begin dealing with the underlying conditions that make it difficult for Austinites to move around the city. To do so, we need to coordinate the physical form of Austin – how it's organized and how it's built with our transportation network.

Long-term strategies to reduce the need driving include improving rail and bus service, creating better bicycling routes, expanding our network of sidewalks and trails, and implementing travel demand management.[1] Increased transportation options also allow young people, the elderly, and people with disabilities greater access to the city. In addition to designating an enhanced transit network, the Growth Concept Map (Fig. x) identifies areas where roadway capacity can be enhanced. This new capacity takes the form of managed lanes to improve mobility for cars and transit along congested freeways and a complete arterial network to better serve areas on the city's edge where future growth is expected.

Imagine Austin envisions establishing complete communities across the city and accommodating most future residents and jobs in centers and corridors identified on the Growth Concept Map. Compact centers and corridors allow daily necessities (such as work, shopping, dining, and school) to be located closer together, resulting in shorter, more convenient trips and less time spent on the road. Shorter distances between people's homes, workplaces, and other daily destinations increase opportunities for walking and bicycling instead of driving. Walkable destinations can enable greater transit use. For those Austinites who choose to drive, it gives them the ability to park once and walk.

When viewed as a coordinated planning framework, the Growth Concept Map, complete communities concept, Capital Improvement Program, small area and transportation master plans, and incentives for business attraction, retention, and expansion can work together to achieve the goal of a compact, connected Austin. This coordination will ensure that the City of Austin's capital expenditures work toward the goal of compact and connected communities, particularly in the City's extraterritorial jurisdiction, where infrastructure spending is one of the few tools available for shaping growth. As implementation of Imagine Austin continues, a coordinated approach will direct investments by the City of Austin, Travis County, and its partners to improve and expand transportation options to serve and connect centers and corridors, and to create human-scaled and inviting places.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Continue to implement the Austin Strategic Mobility Plan, Bicycle Master Plan, and Capital Area Metropolitan Planning Organization's 2035 Regional Transportation Plan in support of the Growth Concept Map.

2. Develop criteria and guidelines for coordinating business recruitment, expansion, and retention to support activity centers and corridors, transit, and urban trails plans in line with Imagine Austin and the Growth Concept Map.

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[1] The application of strategies and policies to reduce travel demand (particularly single-occupancy vehicles) or to redistribute this demand in space or time, thus reducing traffic congestion.

3. Adopt a complete street policy and guidelines and include street standards in the city's new land development code.

4. Continue working on demonstration corridors (Lamar Boulevard, Burnet Road, Riverside Drive, Airport Boulevard, and East MLK/FM 969) to plan for and build complete street improvements. These include separated bike lanes, wider sidewalks, and improved transit infrastructure with more user friendly bus shelters. Consider partnering with local businesses and artists to add amenities to demonstration corridors.

5. Expand the City's development and redevelopment services to support major projects across the city in support of Imagine Austin and the Growth Concept Map.

ONGOING AND LONG TERM (3+ YEARS)

6. Invest in new and reinvest in existing infrastructure to support a compact and connected city through a planning-driven capital improvements program.

7. Use the Austin Strategic Mobility Plan's website to clearly communicate with and update the public about next steps, progress, ongoing efforts, timelines, and long-range plans to improve transit, walking, bicycling, and driving throughout the region.

8. Partner with local chambers of commerce, the business community, and regional, state, and Federal entities to recruit and retain businesses to activity centers and corridors.

9. Continue to raise Austin's international profile and expand nearby job centers by increasing trade and securing direct international service at Austin-Bergstrom International Airport.

10. Build infrastructure and develop partnerships necessary to create jobs and economic vitality for the efficient and safe transport of goods through, to, and from Austin.

11. Work with federal, state, and local public and private agencies, organizations, and businesses to identify potential funding sources for partnerships to implement transportation improvements.

12. Coordinate with Travis County and local school districts to manage infrastructure investments.

LEAD	PARTNERS	RELATED VISION COMPONENT(S)	RELATED POLICIES
City of Austin Transportation Department; Economic Growth and Redevelopment Services Office; Capitol Planning Office	Capital Metro; CAMPO; State and Federal agencies; City of Austin Planning and Development Review; Chambers of Commerce;	Mobile and Interconnected Livable Prosperous	**LUT** 1, 3, 5, 7, 9, 10, 11, 13, 14, 15, 16, 17, 18, 19; **UD** 1, 4, 8; **H** 4; **N** 4; **ECO** 15; **CER** 3, 10; **PB** 3; **RO** 3, 8; **HHS** 3; **CFE** 1

	Advocates for people with disabilities, transit users, bicyclists, and affordable housing		

GOALS	METRICS	BASELINE (2012)
Increase non-vehicular trips	Transit ridership numbers Number of transit stops Percentage of trips by biking, walking Annual trips per capita	
Improve access to transit	Population density within ½ mile of transit stops Employment density within ½ mile of transit stops and high capacity transit stops	

RELATIONSHIP TO OTHER PRIORITY PROGRAMS:

- **Change Austin's development regulations and processes to promote a compact and connected city.** *The Strategic Mobility Plan and Complete Street policy / guidelines will inform the revision to Austin's land development code. The revised code will include incentives for compact and transit oriented development and complete streets.*

- **Create a green infrastructure program.** *Green infrastructure includes attractive amenities for Austinites of all ages that improve health and quality of life. Complete street standards will include "green street" design and street tree requirements that add to the City's green infrastructure.*

- **Create a Healthy Austin program.** *Investing in an accessible transit, pedestrian, and bicycling network will provide Austin residents with alternatives to driving. Through improved land use, transportation, and urban design, Austin's places can contribute to healthy lifestyles by encouraging walkable communities, parks and open space, and recreation and by reducing air pollution.*

- **Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.** *Coordinating the City's investments in workforce training with its business attraction, expansion, and retention policies improves Austin's prosperity and quality of life.*

RELATED CITY INITIATIVES:

- Project Connect

- Austin Strategic Mobility Plan

- CAMPO 2035 Long Range Transportation Plan (complete)

- Urban Rail Study / EIS

- Sidewalk Master Plan

- Bicycle Master Plan

- MoPac Improvement Project (Central Texas Regional Mobility Authority)

- My35 Project (Texas Department of Transportation)

- East 7th Street reconstruction project

- Healthy Code

2. Sustainably manage our water resources.

Water is Austin's most limited resource. A changing climate, increasing population, and complicated regional water management structures pose complex challenges requiring increased planning and coordination. Sustainably and resiliently adapting to changes will require the region to reexamine how we think about water and how we approach the long-term management of our water resources—the Colorado River, our aquifers, rainfall, conservation, and water re-use efforts, as well as exploring other potential sources of supply. The central challenge of these efforts is to reduce water use by businesses and households while balancing available resources, evolving technologies, growth trends, environmental impact, and cost to Austin residents and taxpayers. In addition to preparing for these general trends, the City and region must begin preparing for droughts worse than the current Drought of Record.

Water resources are key to Austin's quality of life. Protecting our streams and floodplains helps maintain Austin's natural beauty while promoting public health and safety, improving water quality, and preserving habitat for native species, including threatened and endangered species.

Responding to this challenge requires extensive involvement in regional efforts and close coordination across all aspects of Austin's water resources. Bringing together existing efforts allows us to move forward with an integrated strategy addressing the range of water resource issues such as supply, quality, conservation, public health, recreation, and protection of associated environmental resources.

WORKPROGRAM

SHORT TERM (1-3 YEARS)

1. Update Austin Water Utility's integrated water management plan, including water conservation goals, drought planning, and climate mitigation and adaptation strategies.

2. Enact a new watershed protection ordinance to streamline and expand protection of headwaters and to promote low-impact stormwater management strategies.

3. Coordinate efforts with Austin Energy and other local energy utilities to assess risks and propose risk mitigation strategies related to water demands for power generation.

4. Review and analyze auxiliary water regulations governing reclaimed water, greywater use, and rainwater harvesting to ensure that they encourage the use of these sources without compromising public health.

ONGOING AND LONG TERM (3+ YEARS)

5. Continue to use Austin's rate structure to reduce water use while maintaining affordability for low-income households, funding further conservation and education efforts, and preserving Austin Water Utility's financial stability.

6. Work collaboratively on water supply management and planning with the Lower Colorado River Authority to protect the City's water supply access and investments and ensure equitable and legal management of the Colorado River.

7. Update the current Watershed Master Plan, expand the program to include other watersheds, and implement integrated strategies to protect and enhance water quality and supply, reduce flood risk, and prevent erosion.

8. Participate in state and regional water resources planning, including regional efforts to improve water quality and quantity of the Edwards Aquifer.

9. Implement Austin Water Utility's energy efficiency and demand reduction efforts to reduce greenhouse gas emissions and meet the City's climate protection goals.

10. Increase water resources-related coordination efforts between Watershed Protection, Austin Water Utility, Office of Sustainability, Planning and Development Review, and other City departments.

LEAD	PARTNERS	RELATED VISION COMPONENT(S)	RELATED POLICIES
City of Austin Watershed Protection; Austin Water Utility	City of Austin Transportation Department; Austin Parks and Recreation Department; Planning and Development Review Department	Livable Natural and Sustainable	**LUT** 20, 21, 22; **UD** 6; **H** 8, 9; **N** 3; **ECO** 16; **CER** 2, 3, 5, 6, 7, 8, 14; **WPD** 1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12; **RO** 7

GOALS	METRICS	BASELINE (2012)
Conserve water resources	Average Daily Water Usage Average daily water usage (residential)	
Improve watershed health	Creek health (percent of assessed watersheds in excellent, very good, or good health) Impervious surface (total and per capita) Tree canopy (map and percentage)	

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- **Create an integrated green infrastructure program.** *Innovative stormwater techniques, a healthy urban forest, additional water quality lands, and improved site design are key*

elements in the wise use of Austin's water resources, maintaining the region's hydrology, and adapting to Austin's future climate.

- **Land Development Code rewrite.** *Updating the land development code should improve the city's site and landscape design requirements..*

- **Invest in a compact and connected city:** *Maintain and upgrade existing infrastructure, including improvements to reduce water leaks.*

RELATED CITY INITIATIVES:

Austin Water 140 GPCD Conservation PlanPeak Demand Plan

Austin Water Utility Master Plan

Watershed Protection Master Plan

State of Austin's Environment Report

3. Continue to grow Austin's economy by investing in our workforce, education systems, and entrepreneurs.

To ensure Austin's continued economic health we must develop a widely skilled workforce, recruit new businesses, retain and grow existing businesses, and tap into our entrepreneurial spirit. Although Austin attracts talented people from across the globe, there will be an growing need to develop a homegrown workforce prepared to compete in the 21st century economy. Educational opportunities must be provided to meet the workforce needs of current and emerging industries.

Expanding the number of resident workers who have the skills required by growing industries is critical to sustain Austin's economy. Business development and recruitment efforts should target those business sectors that can build upon the skills of Austin's existing workforce. A deep, local talent pool provides a ready workforce for our existing businesses and can entice new businesses to locate in Austin. Growing local and recruiting outside businesses and industries that provide job opportunities for Austinites of all skill and educational levels is essential to continued economic health. A diverse, talented, and well-educated workforce can also serve as a fertile environment for entrepreneurs to emerge and grow new, locally-based businesses.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Identify a lead department within the City of Austin to coordinate its role in workforce development and education.

2. Work with businesses, education partners such as local colleges, universities, and technical schools, and the Texas Workforce Commission to identify gaps between Austin's targeted industries and growing economic sectors and school, college, and university curriculum.

3. Partner with high schools, resource libraries, technical schools, community colleges, and universities to expand curriculum related to specific job and special skills training and develop training resources related to the needs of local businesses and Austin's targeted industries.

4. Partner with school districts and non-profit organizations to increase creative education programs for students as part of regular curriculum and through after-school activities.

5. Support efforts to fund and develop a top-tier medical school and residency programs in Austin.

6. Improve awareness of the benefits of early education and expand access to early childhood education programs and parenting resources.

ONGOING AND LONG TERM (3+ YEARS)

7. Actively recruit and retain businesses that create well-paying job opportunities for lower skilled and blue collar jobs or that provide a path upwards from entry-level jobs.

8. Encourage entrepreneurship and local businesses by providing technical assistance, access to best practices, and other small business resources.

9. Work with local business incubators in an effort to create a fertile environment for business start-ups and generate additional local venture capital investment.

LEAD	PARTNERS	RELATED VISION COMPONENT(S)	RELATED POLICIES
City of Austin/AISD Board of Trustees/Travis County Commissioners Court Joint Committee[2]; **City of Austin Economic Growth and Redevelopment Services Office; City of Austin/Travis County Health and Human Services Department**	City of Austin Planning and Development Review Department; Workforce Solutions Capital Area; school districts, colleges, and universities; Chambers of commerce	Prosperous Educated Livable Values and Respects its People	UPDATE

GOALS	METRICS	BASELINE (2012)
Increase job opportunities for Austin residents.	Employment rate and average wages by age, geography, and race/ethnicity Total number and percentage of Austin skilled workforce compared with the region Working wage	
Increase small businesses and entrepreneurship.	Small business start-ups	
Workforce preparedness	Percentage of high school students that are college ready Percentage of high school students graduating	

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[2] The Joint Committee includes representatives from City of Austin elected officials and staff, the AISD Board of Trustees, and Travis County Commissioners Court. It is co-chaired by the Mayor, the Travis County Judge, and AISD President.

	Percentage of high school students entering into secondary education (college or technical schooling)	
	Percentage of University students retained in Austin after graduation	

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- **Grow and Invest in Austin's creative economy.** *Arts and cultural education is a major focus of investing in Austin's workforce and education system. Encouraging innovation and providing support for local, small businesses and start-ups is key to growing Austin's creative economy.*

- **Develop and maintain affordable housing throughout Austin.** *Affordable housing is necessary to grow Austin's economy and provide its workforce with places to live that are safe, convenient, and located close to job centers, good schools, retail, and services.*

- **Land Development Code rewrite.** *Create better rules for flex space and adaptive re-use to support small businesses and start-ups.*

- **Invest in a compact & connected city.** *Businesses should be encouraged to locate in accessible locations and complete communities.*

RELATED CITY INITIATIVES:

- Small Business Development Programs

- Elevate Austin

- Opportunity Austin

- City of Austin Library Master and Facilities Plans

4. Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city.

A green infrastructure program will create an interconnected system of parks, waterways, open space, trails, green streets, tree canopy, agriculture, and stormwater management features that mimic natural hydrology. It will also allow the City of Austin to expand upon existing efforts to protect environmentally sensitive areas such as waterways and riparian zones,[3] springs, aquifer recharge features, canyonlands, and prairies. These diverse elements of Austin's green infrastructure serve multiple purposes and provide numerous benefits. The most visible of these benefits, and the one most Austinites will experience firsthand, relates to how we experience the out-of-doors. These efforts will maintain our pleasant outdoor setting and provide safe access to green space for all Austinites. The interconnected green spaces can provide recreational opportunities and transportation connections in the form of hiking and biking trails. The benefits to the environment are numerous and include enhanced stream health and improved water quality, reduced flood risk, and preserved and enhanced ecosystems and habitats. An integrated green infrastructure system can also reduce energy consumption and greenhouse gas emissions by providing alternatives to automobiles, reducing water use, and shading buildings.

A primary goal of the program is to manage Austin's urban and natural ecosystems in an integrated, sustainable manner. The City currently plans for many of these elements independently; however, gaps remain.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Create an integrated green infrastructure plan and ongoing green infrastructure program. The plan should:

    a. Define Austin's green infrastructure, its elements, and how those elements interact to benefit the city.

    b. Perform an initial inventory and evaluation of existing green infrastructure resources, such as conserved land, the urban forest, habitat, trails and bike paths, greenbelts, parks and recreation areas, and green streets. Identify current plans, such as the Travis and Hays County Greenprint plans, networks, and identify gaps.

    c. Develop green infrastructure targets (such as percentage of tree cover or connectivity goals) and priorities for new areas for conservation, parks and open space, green streets, and urban trails.

    d. Include a series of interactive maps illustrating the components of the green infrastructure network, along with priority conservation and restoration areas.

    e. Include implementation strategies and approaches to promote interdepartmental, intergovernmental, and interagency coordination.

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[3] The zones where the stream and land interact.

f.   Calculate direct and indirect costs and savings from green infrastructure projects, when compared with traditional "grey" infrastructure, including the asset value of ecosystem services and contribution to long-term risk management.

g.   Identify a lead to oversee ongoing implementation of the plan and program.

2.   Assess options to coordinate and expand incentives for residential and commercial property owners to install green infrastructure elements, such as green roofs, rain barrels, pervious pavement, and rain gardens.

ONGOING AND LONG TERM (3+ YEARS)

3.   Provide guidance on best practices for property owners interested in green infrastructure improvements. Develop demonstration projects and share information with residents and business owners.

4.   Continue funding support and acquisition of land in the Balcones Canyonlands Preserves and in other environmentally significant areas to protect water quality, conserve endangered species habitat, and provide open space for passive public use.

5.   Track and monitor citywide implementation of the green infrastructure plan, including planned parks and open space, green streets, and bicycle, pedestrian, and transit projects.

6.   Make available dynamic, online, interactive maps of the existing and planned green infrastructure networks to allow the community to see the program's progress.

7.   Identify approaches to track and monitor the costs and savings associated with green infrastructure projects. Solicit research and funding partners, such as the University of Texas' Lady Bird Johnson Wildflower Research Center and the Trust for Public Lands.

8.   Solicit partners, such as conservation and bicycle advocacy groups, to help implement the recommendations of the green infrastructure plan and program.

9.   Hold public and educational events to share green infrastructure benefits and pursue program partnerships with local organizations.

LEAD	PARTNERS	RELATED VISION COMPONENT(S)	RELATED POLICIES
Sustainability Leadership Team[4]	Office of Sustainability; Austin	Livable Mobile and	**LUT** 3, 5, 10, 13, 14, 22, 21, 22; **UD** 1, 6; **HD** 8; **CER** 1, 2, 3, 4, 5, 6,

[4] The Sustainability Leadership Team, formed in 2011, is a Director and Assistant Director level coordinating group composed of key representatives of the Office of Sustainability, Austin Energy, Austin

	Energy; Austin Water Utility; Austin Resource Recovery; Watershed Protection Department; Public Works; Economic Growth and Redevelopment Services; Austin Transportation Department; Parks and Recreation Department; Travis, Hays and Williamson Counties	Interconnected Natural and Sustainable	8, 14; **WPD** 8, 10, 11; **RO** 1, 3, 4, 6, 7, 8, 9; **CFE** 15

GOALS	METRICS	BASELINE (2012)
Increase protection of environmentally sensitive land	Amount of permanently preserved land for protection of water quality, threatened or endangered species habitat, or other environmental resources	
Improve tree cover in every neighborhood	Tree canopy (map and percentage)	
Improve health of watershed	Impervious surface (total and per capita) Creek health (percentage of assessed watersheds in excellent, very good, or good health)	

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- **Create a Healthy Austin program.** *Investing in accessible walking and biking networks and open space will provide Austin residents increased opportunities for outdoor exercise as part of their daily routines.*

- **Create a program to sustainably manage our water resources.** *Expanding Austin's green infrastructure will have impact the city's ability to protect and conserve water resources. By*

Water Utility, Austin Resource Recovery, Watershed Protection Department, Public Works, Economic Growth and Redevelopment Services, Transportation, Parks and Recreation Department, and others.

increasing the urban tree canopy and decreasing stormwater runoff, the green infrastructure program will contribute to reducing flooding, improving water quality and lessening the need for water treatment.

- **Invest in transportation and other improvements to create a compact and connected Austin.** *The green infrastructure program will include priorities for trails and greenway networks that provide alternative ways to get around the city.*

- **Change Austin's development regulations and processes to promote a compact and connected city.** *Green infrastructure and low impact development standards should be included in the revised Land Development Code and Criteria Manuals.*

RELATED CITY INITIATIVES:

- Parks and Recreation Department Long Range Plan

- Austin Strategic Mobility Plan

- Healthy Code

- Central Texas Greenprint Plan

- Travis County Colorado River Corridor Plan

- Urban Forestry Management Plan

- Invasive Species Management Plan

- Watershed Master Plan

- Trails Master Plan

- Bicycle Master Plan

- Town Lake Plan

5. Grow and invest in Austin's creative economy.

Austin's healthy economy stems, in large part, from its vibrant, local creative community and diverse workforce. Creative individuals (artists, musicians, film and digital media professionals, and other knowledge-based workers), cultural organizations, and creative businesses contribute to the region's economic growth and quality of life. Continued strategic investment in these industries is needed to grow existing creative sector entrepreneurs, organizations and businesses, encourage "home-grown" start-ups, and attract new organizations, businesses, residents, and visitors who will contribute to a healthy economy.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Survey creative arts and culture non-profits, organizations, and individuals to determine gaps in technical assistance and identify additional ongoing strategies to further develop the creative industries.

2. Develop and implement a cultural tourism and heritage plan to improve tourism offerings (such as technology and cultural diversity) at the regional, national, and global scales to stimulate trade and bring new resources to the community.

3. Develop and implement strategies to create and sustain the live music industry while addressing noise compatibility.

4. Conduct a creative facilities survey and analysis to determine both impediments and challenges and positive influences in promoting Austin's creative culture. Involve the creative community in its design and implementation.

5. Explore and re-imagine existing city development tools, such as incentives, regulations, and financing options, with a focus on creative industries' facility needs; expanding access to affordable and functional studio, exhibition, performance space, museums, libraries, music venues, and office space.

ONGOING AND LONG TERM (3+ YEARS)

6. Use the City's existing interdisciplinary team to better coordinate "creative enterprise" services, programs and resources.

7. Cultivate relationships with local, national, and international businesses and organizations to expand and sustain the financial, artistic and cultural excellence of the Austin music, film, digital industries, and nonprofit arts and culture communities.

8. Provide ongoing technical assistance, access to best practices, small business resources, and nonprofit organization resources with a focus on targeted creative industries and jobs.

9. Develop new financial resources and strategies to sustain and expand the creative industry sector.

10. Conduct a market analysis of Austin's creative sectors to determine opportunities for growth and prosperity.

11. Work with economic development organizations to recruit businesses to Austin that will invest in Austin's creative community.

12. Work with local businesses and organizations to develop and move beyond the startup stage to further establish Austin as a magnet for arts, culture, and creativity.

LEAD	PARTNERS	RELATED VISION COMPONENT(S)	RELATED POLICIES
Economic Growth and Redevelopment Services Office	City of Austin Planning and Development Review Department; City of Austin Transportation Department; Parks and Recreation Department, Austin Public Library, Community College and University Art and Music Departments; AISD Fine Arts Program	Creative Prosperous Livable Educated	**LUT** 9; **UD** 3, 7; **H** 1, **ECO** 1, 2, 4, 5, 6, 14; **ACC** 1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 15, 18,19.

GOALS	METRICS	BASELINE (2012)
Increase opportunities for small creative businesses and organizations	Small business growth. Creative business and organization partnership, participation and growth Number of Public Art Installations and Events Participants in arts, culture, and small business workshops hosted by the city Arts and creativity sector (count of businesses and employees)	

	Number of live music venues	

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- **Develop and maintain affordable housing throughout Austin.** *One barrier creative businesses and individuals face is a lack of affordable housing and work space. Investing in housing that is affordable and has work space will help to sustain and attract new creative businesses.*

- **Continue to grow Austin's economy by investing in our workforce and education system.** *Arts and cultural education is a major focus of investing in Austin's workforce and education system. Encouraging innovation and providing support for local, small businesses and start-ups is key to growing Austin's creative economy.*

RELATED CITY INITIATIVES:

- CreateAustin Cultural Master Plan

- City of Austin Library Master and Facilities Plans

6. Develop and maintain housing affordability throughout Austin.

Rising housing and related costs, such as transportation and utilities, are major issues facing Austinites. Low-income, fixed-income, and, increasingly, middle-class households struggle to find housing they can afford, especially in the urban core. Often, the only housing they can afford is not close to their work or schools, and far removed form daily necessities (such as services, shopping, entertainment, recreation, and dining). Better-located housing is often too expensive or does not meet the needs of many families with children. As Austin becomes more diverse—with a growing elderly population, an increasing number of smaller households, and others interested in alternatives to suburban living—the single-family homes typical of our central neighborhoods may not suit their needs. More significantly, high real estate prices increasingly preclude the possibility of purchasing or renting a house in Central Austin.

In order to meet the market demand of our growing and diversifying population, the range of available housing choices must expand throughout the city. Alternatives to the typical larger-lot single family and garden-style apartments that characterize much of Austin's housing stock are needed, including a greater variety of starter and move-up homes. The introduction and expansion into the market of housing types such as rowhouses, courtyard apartments, bungalow courts, small-lot single-family, garage apartments, and live work units can meet this emerging demand. The demand for market-rate housing can and should be met by the private sector. The City of Austin can work with private developers, non-profits, the State and Federal governments, Travis County and other local governments to help those individuals and families not able to afford market-rate housing.

The city's housing stock contributes to unaffordability in other ways. High utility bills can often be addressed by improving how we use water, electricity and natural gas, while the location of homes in relation to different modes of transportation, work, and daily and weekly needs impacts how much households spend on transportation.

To address these issues, a comprehensive approach is needed to define and provide housing affordability for Austinites. Such an approach must take into consideration transportation, utilities, and access to daily and weekly needs as essential and inter-related components of housing affordability. It should recognize both market-rate affordability and the need for subsidized housing, and include collaboration with Travis County, area school districts, and regional entities (such as Capital Area Council of Governments, Capital Area Metropolitan Planning Organization, and Capital Metropolitan Transportation Authority) to align objectives and achieve maximum investment to promote housing affordability.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

1. Identify gaps in affordability throughout the city and the types of housing units and set numerical targets for housing that is affordable to a variety of households, including workforce, supportive, low-income, families with children, and senior housing.

2. Use the S.M.A.R.T. Housing program as a framework to introduce new tools and strategies to promote affordable housing for moderate, low, and very low-income households, including new regulatory and finance mechanisms, grants, and partnerships with local non-profit intermediary organizations.

3. Promote long-term affordability by:

    - Supporting a local community land trust and other shared equity approaches

    - Targeting the use of public funds for the lowest-income households, including those who are homeless, at risk of homelessness, or who have other special needs

    - Developing new goals, targets, and strategies to promote the distribution of affordable housing in all parts of the city.

4. Integrate strategies and tools for affordable, supportive, and workforce housing into small-area plans, including preservation of existing and development of new affordable housing.

ONGOING AND LONG TERM (3+ YEARS)

5. Examine ongoing regulatory barriers that impede housing affordability, including infrastructure costs; the effect of zoning ordinances on housing development costs; and examine how the city's waste removal and other city fees and requirements impact the cost of development.

6. Develop a community educational campaign to address the issue of affordability, such as loss of existing affordable housing, rising utility and transportation costs, and the need to maintain affordability as part of Austin's quality of life.

7. Identify opportunities for the creation of affordable housing on publicly-owned land and develop partnerships with developers to provide flexible, affordable work space and housing.

8. Support the creation of a "real-time" database of available affordable housing units, services, resources, and incentives to strengthen the process of connecting qualified buyers and renters with affordable housing to comprehensively lower monthly household expenses.

9. Replicate and adopt best practice models for affordable housing in Texas to make state lawmakers aware of the statutory barriers that impede housing affordability, such as the inability of cities to provide property tax relief to low-income renters and the challenges of meeting market demand.

LEAD	PARTNERS	RELATED VISION COMPONENT(S)	RELATED POLICIES
1) Neighborhood Housing and Community Development Office/ Austin Housing Finance Corporation **2) Planning and**	Housing Authority of City of Austin; Health & Human Services Department; Economic Growth and Redevelopment Services Office; Travis County; Austin	Prosperous Livable Values and Respects its People	**LUT** 3, 5, 6, 7, 8, 9; **H** 1, 2, 3, 4, 5, 6, 7, 8, 9; **N** 1, 3; **ECO** 16; **EN** 1; **CFE** 1, 3, 11; **ACC** 10, 18.

Development Review Department	Independent School District; Capital Area Council of Governments; Capital Area Metropolitan Planning Organization; Capital Metropolitan Transportation Authority; Community Action Network).		

GOALS	METRICS	BASELINE (2012)
Maintain and increase housing affordability in Austin	Gaps in rental and homeownership supply and demand Median rent by number of bedrooms Percent of residents who are cost-burdened or severely cost-burdened (including transportation and utilities) Percent of residents who are homeless or at risk of homelessness. Number of affordable units built	

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- **Grow and invest in Austin's creative economy.** *Investing in housing that is affordable for all will help sustain existing and attract new creative business.*

- **Invest in transportation and other improvements to create a compact and connected Austin.** *Transportation costs can greatly impact moderate and lower-income households. Diversifying Austin's transportation network and increasing the balance of public transit, walking, and biking networks will reduce and the need to drive and associated transportation costs.*

- **Continue to grow Austin's economy by investing in our workforce and education system.** *Sustainable growth of Austin's economy depends on providing affordable living options for its workforce.*

- **Revise Austin's Land Development Code.** *Issues that should be addressed in the development code revision include reevaluating the goal of affordability, promoting the*

creation of flexible standards for the construction and preservation of affordable units, and developing standards for a city-wide approach to development bonus programs.

RELATED CITY INITIATIVES:

- City of Austin 5-Year Consolidated Plan and Annual Action Plan Process (required by the U.S. Department of Housing and Urban Development)

- Development Bonus Initiatives (various)

- S.M.A.R.T. Housing Initiative

- Permanent Supportive Housing Initiative

- Colony Park Sustainable Community Pilot Project

7. Create a "Healthy Austin" program.

Making healthy choices should be affordable and easier than making unhealthy ones. A "Healthy Austin" program will reduce chronic and diet-related diseases and risk factors by coordinating access to community and health services, local and healthy food, physical activity, and tobacco-free living. It will also support a "healthy community code" that promotes active living, access to healthy food, and prevention of chronic and diet-related diseases in all aspects of community life.

This program will look beyond nutrition to help develop a strong local food system in which food production, processing, distribution and consumption are integrated to enhance the environmental, economic, social, and nutritional health of Austin and Central Texas.

The chronic diseases associated with the risk factors of tobacco use, poor nutrition and lack of physical activity (including some cancers, diabetes, heart disease, stroke, chronic obstructive pulmonary disease, and asthma) are the underlying causes of most deaths in Travis County. Though these diseases affect everyone in the region, they take a heavier toll on poorer and minority communities. These preventable diseases increase healthcare costs, lower worker productivity, contribute to family stress, and diminish quality of life. In order for the city to be healthy, the causes of diseases caused by environmental and lifestyle factors need to be addressed.

WORK PROGRAM

SHORT TERM (1-3 YEARS)

2. Create a Healthy Austin Program plan to develop and document program priorities, findings, recommendations, and outcomes related to:

    a. Increasing healthy behaviors

    b. Educating the public and provide better access to information on healthy lifestyles and community health resources

    c. Expanding access to health care services in underserved populations

    d. Promoting healthy foods and discouraging unhealthy ones

    e. Improving coordination between the Health and Human Services Department, other City of Austin and Travis County departments, non-profits, and the community

3. Create a healthy community code, including revisions to Austin's land development ordinances that make it easier to produce and access healthy, sustainable food and to lead a more active lifestyle.

*   Support and expand farm direct programs (such as farm-to-work and farm-to-school) that link local farmers and food vendors to consumers.

*   Expand the market for local food producers by connecting them to hunger-relief organizations, community institutions, restaurants, and retail food markets.

4. Increase the number of tobacco-free environments including outdoor areas, worksites, schools, and multi-unit housing to reduce exposure to secondhand smoke.

5. Encourage use of public land for community gardens.

6. Encourage the successful formation and patronage of healthy-food retail establishments, such as farmers markets, community supported agriculture, corner and neighborhood stores, and supermarkets, throughout the city—with emphasis placed on underserved areas.

ONGOING AND LONG TERM (3+ YEARS)

7. Implement joint use agreements for public facilities to be used by residents for recreation and physical activity.

8. Expand urban farms and community gardens.

9. Promote community connectivity through complete streets design for new developments and integrate into redesign plans for existing developments.

10. Increase the safety and amenities of parks, trails, playgrounds, bike paths, and recreation centers.

LEAD	PARTNERS	RELATED VISION COMPONENT(S)	RELATED POLICIES
Health and Human Services Department	Planning and Development Review Department; Parks and Recreation Department; Neighborhood Housing and Community Development; Office of Sustainability, Transportation Department; Health, Sustainable Food, and Social Service Organizations; School Districts	Livable Values and Respects its People Mobile and Interconnected	

POTENTIAL GOALS	METRICS	BASELINE (2012)

Improve public health	Rates of disease / obesity/tobacco use by ethnicity and income	
Improve opportunities for active lifestyles	Miles of walking / biking trails	
Nutrition and food access	Units within ¼ mile of a supermarket/grocery store	
Local food system	Number of farmers markets, farm stands, and mobile healthy food carts Number and acreage of community gardens, plots, and local farms	
Access to healthcare	Percent of residents with access to some kind of health care coverage Percent of residents not able to see a doctor in the past year due to cost	

RELATIONSHIP TO OTHER ACTION PROGRAMS:

- **Invest in transportation and other improvements to create a compact and connected Austin.** *Investing in accessible walking and biking networks and open space will provide residents increased opportunities for outdoor exercise as part of their daily routines.*
- **Change Austin's development regulations and processes to promote a compact and connected city.** *The revised code will include standards and guidelines to make walking and biking safer and more attractive for residents. Through improved land use, transportation, and urban design, Austin's places can contribute to healthy lifestyles by encouraging walkable communities, parks and open space, and recreation.*
- **Use a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city:** *[Notes for later: access to nature, access to walking and biking trails, preserving/creating farmland and community gardens]*

RELATED CITY INITIATIVES:

- Healthy Austin Code

- African-American Quality of Life Study

- Hispanic Quality of Life Initiative

8. **Revise Austin's development regulations and processes to promote a compact and connected city.**

OVERVIEW

Austin's City Charter requires that land development regulations be consistent with the comprehensive plan. Significant revisions to existing regulations will be necessary to fully implement these priority programs described above. For example, Imagine Austin calls for new development and redevelopment to be compact and connected, but many elements of the existing Land Development Code make this difficult to accomplish. Achieving these goals will require a comprehensive review and revision of the land development code, associated technical and criteria manuals, and administrative procedures.

The revised Land Development Code should incorporate direction from the actions attached to this program (see the Action Matrix, page XX). Generally, these actions:

- Promote a compact and connected city that welcomes Austin's diverse households
- Preserve the character of different neighborhoods and parts of the city
- Integrate nature into the city and protect environmentally sensitive areas
- Ensure the delivery of efficient services
- Provide clear guidance in a user-friendly format

The first step in revising the Land Development Code is an inclusive public process to examine the existing code and develop a shared understanding of the issues, conflicts and impediments to accomplishing the goals of Imagine Austin. Once a decision has been made on issues and directions to achieve these goals, the process of creating a more efficient, predictable, and understandable land development code, criteria manuals, and review process will begin.   When the revised code is in place, its application will need to be monitored and evaluated on an ongoing basis to ensure that it results in development outcomes such as more compact and connected places.

STEPS TO IMPLEMENT THE PROGRAM

SHORT TERM (1-3 YEARS)

1. Initiate a comprehensive review to determine necessary revisions to the Austin Land Development Code and associated technical and criteria manuals.

   a. Perform an initial review and assessment (diagnosis) of the land development code and associated criteria manuals to identify major issues and key sections that need to be revised and those sections that will remain the same. This step also includes public engagement and interviews/focus groups with business owners, landowners, neighborhood groups, designers, developers, and community leaders.

   b. Determine staffing levels, the need for consultants, and financial resources needed to complete the comprehensive review and code revision.

   c. Develop a process and timeline for updating the land development code and manuals.

2. Create a public involvement process and timeline for revising the code and criteria manuals. This process should include significant educational complements and workshops early in the process. These should be structured both from a technical perspective involving City Council, Planning Commission, and other Boards and Commissions, and the design community, as well as business owners, neighborhood groups, and residents. Examples of public input methods include surveys of regular code users, design workshops, site visits, visual tools, best practices and technical reviews of proposed changes.

3. Assess the efficiency of the City of Austin's development review process and implement necessary changes.

LONG TERM (3+ YEARS, ONGOING)

4. Adopt the code and manual revisions.

    a. Create guidelines and a process to transition from current to new regulations in alignment with the Growth Concept Map and small area plans.

    b. Revise the zoning map to be consistent with the revised land development code.

    c. Train staff on the new code

5. Track new development and evaluate how well the new code and manuals encourage development that is compact and connected. Coordinate with the Imagine Austin annual report and complete communities indicator process described on page x.

LEAD	PARTNERS	RELATED VISION COMPONENT(S)	RELATED POLICIES
City of Austin Planning and Development Review	Parks and Recreation Department, Watershed Protection Department, Austin Fire Department, Austin Energy, Austin Resource Recovery, Public Works Department, Austin Transportation Department, Capital Planning Office, and Austin Water Utility; Capital Area Metropolitan Planning Organization; Travis County	Livable Natural and Sustainable Mobile and Interconnected Affordable	**LUT** 3, 4, 5, 8, 10, 14, 19, 21, 22, 25, 26; **UD** 1, 3, 4, 5, 6; **HP** 5, 6, 7; **H** 4, 7, 8; **ECO 3,** 14; CER 11, **PB** 6; **CFE** 10, 11; **ACC** 18

GOALS	METRICS	BASELINE (2012)
Make Austin a more compact city.	Residential density (people per square	

	mile) within centers and corridors	
	Units within ½ mile of retail and mixed use centers	
Make Austin a more connected city.	Sidewalk Density Intersection Density Units within ½ mile of transit and high capacity transit	
Increase the percentage of mixed-use development.	Development within activity centers and corridors	
Create an efficient development review process	Percent of development needing discretionary approval Time needed for decision	

RELATIONSHIP TO OTHER PRIORITY PROGRAMS:

- **Invest in transportation and other improvements to create a compact and connected Austin.** *The revised land development code and technical and criteria manuals will include design standards for "complete streets" as well as standards to encourage public transit, walking, and bicycling as alternatives to driving – ultimately making a compact and connected Austin more feasible. The revised regulations will also include incentives for compact and transit oriented development.*

- **Create a green infrastructure program.** *Revising the land development code, technical and criteria manuals will both incentivize and require "green" elements relating to street design, site planning and design, landscaping, as well as other aspects of the development process. While these provide multiple environmental benefits, they will integrate natural systems and the environment into our new compact and walkable places. This will create more desirable places as well as more compact and better connected through placemaking such as trees for shading and more compact by using low impact development design techniques that reduce the need for large stormwater ponds.*

- **Create a program to sustainably manage our water resources.** The revised land development *code, technical and criteria manuals will include standards and incentives for low impact development, innovative water and greywater reuse, and preservation of environmentally sensitive land, floodplains, and water recharge areas. Changes to the*

land development code to promote compact development supports sustainably managing water resources by promoting uses that use less water as well as both encouraging and requiring development away from environmentally sensitive areas.

- **Create a Healthy Austin program.** *The revised code, technical and criteria manuals will include standards and guidelines for compact and connected development and design standards to make walking and biking safer and more attractive for residents. Through improved land use, transportation, and urban design, Austin's places can contribute to healthy lifestyles by encouraging walkable communities that allow people to have safe and easy access between their home and daily needs including shopping, work, services, parks, open space, and recreation.*

- **Develop and maintain affordable housing throughout Austin**. *Revisions to the land development code will* **be reviewed from the context of affordability. The City of Austin's** *S.M.A.R.T. HOUSING Program has been held up nationally as an example of best practice and is a good starting point for examining process and practice issues within the Austin code. the new code will also promote more flexible standards for the construction and preservation of affordable units.*

 RELATED CITY INITIATIVES:

- Healthy Code

- Neighborhood Plans

- Corridor and Station-Area Plans

- Families and Children Task Force Report

Implementing the Comprehensive Plan

Imagine Austin provides a wide-ranging policy framework to guide decision-making across all levels of city government. It sets an overall framework for internal decision making and provides direction for future planning efforts, updates and revisions for existing plans, the adoption and interpretation of regulations, setting budgets and spending priorities, and creating partnerships.

The plan's elements—Vision Statement (Chapter 3), Polices and the Growth Concept Map (Chapter 4), and Actions and Priority Programs (Chapter 5, pp. XXX-XXX)—provide different levels of guidance for implementation:

- The **Vision Statement** describes in aspirational terms what Austinites want the city to become by 2039 and establishes the broadest context for decision-making.

- **Polices** and the **Growth Concept Map** guide long-term department strategies to achieve the Vision and should be incorporated into department master plans and budgeting.

- **Actions** and **Priority Programs** provide the more immediate steps to fulfill the Vision Statement. The Actions are initiatives, programs, or regulatory changes needed to implement the Policies and Growth Concept Map. The Priority Programs organize the actions into related groupings and establishes a system to manage the overall implementation of the comprehensive plan.

PLANNING

The Imagine Austin Comprehensive Plan provides the policy basis for future plans. It also establishes the context for a complete planning framework that coordinates plans of different purposes, scales, and levels to implement the comprehensive plan. These "implementation plans" will apply the Vision Statement, Policies, and Growth Concept Map to smaller areas or specific issues. If, during these planning processes new conditions or issues arise, Imagine Austin may be amended to address these changing circumstances and to ensure the plan's ongoing viability.

Other types of plans—master and small area—will help implement Imagine Austin. Master plans provide detailed guidance for city systems such as our parks, sidewalks, watersheds, and waste management. Small area plans are those for defined geographic districts such as transit station areas, corridors, and neighborhoods. These small area plans complement Imagine Austin by providing detailed land use, infrastructure, and service recommendations within the framework set by the comprehensive plan policies and Growth Concept Map.

> ### Review of Existing Plans
> The City of Austin adopted many operational, master, and small area plans prior to Imagine Austin. During the process to create the new comprehensive plan, these plans were included with public input to shape Imagine Austin, including the development of the Growth Concept Map. See Appendix D (page XXX) for the Small Area and Master Plans attached to Imagine Austin.

Imagine Austin guides updates to existing master and small area plans. These plans are reviewed to ensure their general directions support the comprehensive plan's Vision Statement, Growth Concept Map, and Policies. As part of this process, inconsistencies between Imagine Austin and these plans may be discovered. Changes to master and small area plans or Imagine Austin will be addressed through an amendment process and considered by the City Council.

As the City of Austin develops new master and small area plans, Imagine Austin will provide overarching policy direction. In areas not covered by small area plans, Imagine Austin will be the policy basis for developing plans and provide the planning parameters. As with the Imagine Austin planning process, public involvement will generate the ideas and themes for these plans.

REGULATIONS AND ZONING

The Austin City Charter requires all land development regulations be consistent with the comprehensive plan. To assess the level of consistency, the City of Austin will need to review and analyze these regulations for changes needed to support plan policies and actions called for by priority programs. This "code diagnosis" will identify those sections of existing regulations that need to be changed and will provide the direction for preparation of proposed code amendments or revisions. In addition, the City may consider regulatory changes as part of Imagine Austin's Annual Report and periodic Appraisal and Evaluation.

Zoning decisions will be guided by all of Imagine Austin's elements—Vision Statement, Principles, Growth Concept Map, Actions, Priority Programs, and attached small area plans. Where a small area plan exists, recommendations should be consistent with the text of the plan and its Future Land Use Map or equivalent map (if one exists). Where no small area plan exists, Imagine Austin should be used as a guide for zoning decisions. In such instances, rezoning requests should be reviewed against relevant sections of the comprehensive plan.

SPENDING

Imagine Austin will also help direct how the City spends money. This spending typically takes the form of capital improvements and the annual operating budget. The comprehensive plan will influence both types of expenditures. Imagine Austin builds on existing operations, to better coordinate the City's many missions. However, it does not address all city operations and should not be taken as a guide to budgeting, particularly related to dedicated funding sources, funding for essential needs such as emergency medical, police, and fire services, and funding for existing infrastructure repairs and improvements.

Imagine Austin also provides context for seeking outside sources of funding, such as federal or state grants.

ANNEXATION

Annexation is an important tool to guide growth and development and is the only way to expand municipal boundaries. The City of Austin uses annexation to apply zoning and development regulations, to protect and expand the tax base, to more efficiently deliver municipal services such as public safety and utilities, and to provide these services to developing areas. To be consistent with Imagine Austin, provide efficient, equitable, and environmentally sensitive utility services, and coordinate the extension of municipal services, the City of Austin should continue to maintain its annexation program. This program should be based on the following policies:

- Annex areas that can be the most economically served with existing and proposed infrastructure and services.

- Annex areas that will be provided with municipal services and utilities through coordinated municipal utility and service extension plans and the Capital Improvements Program.

- Continue to annex major industrial and commercial areas on the periphery of the city.

- Use limited purpose annexation in cooperation with landowners to expand environmental, land use, and development regulations on land currently in the extraterritorial jurisdiction.

- Consider annexing areas served by aging or substandard septic systems where water quality degradation is probable or citizens have submitted petitions for annexation.

- Annex residential areas to broadly distribute the cost of services.

- Provide City consent to independent utility or improvement districts only where the City is the water and wastewater utility provider. The districts must promote sustainable development in accordance with the Growth Concept Map. Proposed districts must be financially viable, located entirely within Austin's ETJ, and provide extraordinary public benefits.

PARTNERSHIPS

The City of Austin cannot implement Imagine Austin by itself. It will need to enter into partnerships with public, private, and non-profit organizations and develop coalitions with our regional neighbors to address mutual concerns. The City of Austin currently has relationships with a number of surrounding local governments and agencies such as Travis County, the Capital Metropolitan Transportation Agency, and Central Health. To implement Imagine Austin these relationships may need to be strengthened and those with other organizations such as area school districts, colleges, and universities made more firm. For example, to achieve the desired land use patterns, transportation improvements, environmental protections, and service coordination within Austin's extraterritorial jurisdiction, coordination with Travis County is essential.

New and existing partnerships, particularly with non-profit organizations, may require capacity building through grants or other direct assistance to develop training, leadership, programs, and revenue generation and community engagement strategies. Such assistance can leverage the resources of partner organizations to implement some actions while freeing up resources to implement others. Cooperation also increases government efficiency and reduces costs through resource sharing, increased coordination, and consolidation of duplicative services.

Central Texas is becoming an increasingly interdependent region with natural systems and urban environments crossing political boundaries. If we are to address the region's collective concerns and realize Imagine Austin's vision we must collaborate with surrounding municipalities and counties. Within our city limits we can encourage sustainable growth patterns, but scattered, low-density development outside the city can undercut those efforts. The City of Austin's best efforts to protect the Edwards Aquifer will suffer without a regional commitment to similar targets. Collaboration and shared goals improve the region's quality of life and competitiveness, for example, by providing seamless transportation and open space connections.

Documenting Progress: Plan Monitoring and Review

Regular evaluation and monitoring of the Imagine Austin Comprehensive Plan is a key component of the implementation strategy. If the Plan is to remain useful and effective over time, the city must establish a method to measure the successes and challenges in achieving its vision, goals, and implementation

strategies. Ongoing monitoring will inform the City Council, Planning Commission, City of Austin administration and departments, partner organizations, and the public about the plan's effectiveness, identify those aspects of implementation that are working well and those needing improvement, and keep the plan current as circumstances change and new information becomes available. The monitoring process provides a way to measure progress and get feedback from policy makers and the public to determine if the implementation program is working to achieve that the Imagine vision. Plan monitoring includes two primary components: annual **program monitoring** of recommended initiatives, programs, or regulatory changes; and longer term **performance monitoring** using indicators to measure whether the recommended actions are achieving desired results These components will be documented using the two monitoring and review mechanisms identified in the Austin City charter—the Annual Report (program monitoring) and the periodic (i.e., five-year) Evaluation and Appraisal Report (performance monitoring).

ANNUAL REPORT (PROGRAM MONITORING)

The Annual Report assesses the City's progress in accomplishing the priority programs identified in the Imagine Austin implementation plan. The report will include:

- Projects and policies (including capital improvements) implemented and the alignment of those projects and policies with the goals of the plan

- An annotated matrix indicating the implementation status and benchmarks of each priority program

- The work program for the coming year

- Suggestions for updates to the comprehensive plan needed to respond to new issues and changing conditions, for consideration by City Council.

The Annual Report will be submitted by the Planning Commission to the Mayor and City Council at the end of each fiscal year.

FIVE-YEAR EVALUATION AND APPRAISAL REPORT (PERFORMANCE MONITORING)

Performance monitoring provides an assessment of whether actions that have been implemented in previous years are achieving the desired results as measured through complete communities indicators, examples of which are provided below. Once a specific action has been implemented, as documented in the Annual Report, performance monitoring will assess whether that action is having positive results. For example, if an action item to introduce new tools and strategies to promote affordable housing is implemented, performance monitoring will document measurable targets such as an increase in the number of affordable units built in a given timeframe.

Performance monitoring will be documented every five years in the Evaluation and Appraisal Report. This means that at least once every five years, the annual report will provide an assessment of the overall progress of the plan, including a description of what significant changes have occurred since plan adoption (or previous assessment or update) and use of the performance indicators to measure whether or not the outcomes desired by the community are being met.

Depending on progress made and new issues that emerged over the previous five years, the evaluation and appraisal report will allow for minor amendments and modifications based on changing local, regional, state, and national dynamics and trends, as well as the completion of highlighted programs. Major updates may also be required to re-assess the plan's goals, policies, and priorities, and should occur at least every ten years. If the Evaluation and Appraisal Report finds that a major update is warranted, a new public participation plan should be prepared to ensure the plan update takes direction from the public. If an update to the plan is needed, proposed changes will be submitted to the Planning Commission within eighteen months after the evaluation is approved by City Council.

COMPLETE COMMUNITIES INDICATORS

As indicated in the description of performance monitoring above, numeric indicators are used in plan implementation and monitoring to measure whether or not the goals and vision of the plan are being met. For example, available data on transit ridership, educational attainment, and the number of affordable housing units built can be tracked to monitor progress in achieving Imagine Austin goals related to mobility, education, and affordable housing. Therefore, collecting consistent and thorough data on a regular basis is important to measuring the plan's progress. The following indicators for each of the Imagine Austin vision principles provide metrics for the City of Austin and its partners to measure success in achieving plan goals. All indicators were calculated for the planning area at the time of adoption to ensure consistency and comparability from year to year, even when City boundaries change and the extraterritorial jurisdiction expanded. Indicators highlighted in red will also be calculated for seven geographic subareas for comparison (see Figure 5.1 on page XXX). Indicators will be presented as numeric results. Indicator mapping may be integrated into a small area planning process.

As new data and measurement techniques become available or as circumstances change, existing indicators may be revised, removed, and new ones added.

Note: revise order to be consistent with vision principles

Natural and Sustainable

• Developed land (square miles)

• Mixed-use development (percent)

• Impervious cover (percent), per capita and total

• Parks and open space (acres or acres per capita)

• Water consumption (total water use and per capita residential)

• Water quality

• Air quality (Nitrogen oxides and volatile organic compounds)

• Greenhouse gas emissions (by sector)

• Energy generation, percent of renewables

- Development within the Edwards Aquifer recharge and contributing zones (square miles)

- Development within the 100-year floodplain (square miles)

- Households within ½ mile distance of park or accessible open space (percent)

Prosperous

- Employment density (jobs per square mile)

- Economic output (dollars)

- Job/housing balance (ratio of jobs to people)

- Employment rate (percent)

- Tax revenue (dollars)

- New businesses started per capita (dbas filed per capita)

- Households within ½ mile distance of retail and mixed-use centers (percent)

Livable

- Households with children (tracked geographically)

- Residential density (people per square mile)

- Median housing values (dollars, by zip code)

- Median rent (dollars, by zip code)

- Cost burdened households (housing, transportation, and utilities)

- Residents who are overweight/obese (percent)

- Community gardens/plots/local farms (count and acreage)

- Citywide crime rates

- Perception of Safety (community survey)

- Homeless count (annual point in time estimate)

- Number of farmers markets, farm stands, and mobile healthy food carts

- Households within ½ mile distance of full-service supermarket/grocery store (percent)

Mobile and Interconnected

- Transit ridership (percentage of trips)

- Vehicle miles traveled (total and per capita)

- Average transit headways (minutes)

- Bicycle miles traveled (total and per capita)

- Sidewalks (linear miles and percent of street frontages with sidewalks)

- Bicycle lanes (linear miles)

- Households within ¼ mile of an urban trail (percent)

- Households within ¼ and ½ mile distance of transit and high capacity transit (percent)

- Employees within ¼ and ½ mile of transit and high capacity transit

Educated

- School attendance rates

- High-school graduation rate (percent, by geography)

- Residents with undergraduate and graduate degrees (percent)

- Standardized test scores

- Enrollment in certification, continuing education, and lifelong learning programs

- Households within ½ mile of library or community center

- Households within ½ mile distance of a school, public and/or private (percent)

Creative

- Dedicated municipal funding for arts (dollars per capita)

- Private funding for arts (dollars per capita)

- Arts programs in schools and neighborhood recreation centers

- Attendance at arts/cultural events

- Money brought into economy from arts/cultural events

- Live music venues

- Households within ½ distance of art/cultural venue (percent)

A Community that Values and Respects People

- Public safety response times (minutes)

- Voting rates (tracked geographically)

- Proportionality of arrest demographics (yes/no)

- Households within ½ mile distance of medical services (percent)

ACTION MATRIX

The table that follows lists each Building Block Action. The Actions are initiatives, programs, capital improvements, or regulatory changes needed to implement the Policies and Growth Concept Map. The Actions also convey additional detail for implementing the Priority Programs; connections between Actions and Programs are also identified.

IMAGINE AUSTIN Comprehensive Plan
Draft for Review
February 10, 2012

CHAPTER 5: IMPLEMENTATION AND MEASURING SUCCESS

Table 5.1 Action Matrix
Working Group Priority Actions are highlighted

Land Use and Transportation / Building Block 1			
Label	**Actions**	**Action Type**	**Priority Program(s)**
LUT Action-1	Give priority to City of Austin investments to support mixed use, transit, and the creation of compact and walkable places.	CIP	• Invest in Transportation and other improvements to create a compact and connected Austin • Create a "Healthy Austin" program
LUT Action-2	Promote diverse infill housing such as small-scale apartments, smaller-lot single-family houses, town and row houses, and garage apartments that complement and enhance the character of existing neighborhoods.	Regulation	• Change Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain affordable housing throughout Austin.
LUT Action-3	Establish land use and street design regulations to create sustainable neighborhoods that are child-friendly; support walking and bicycling, are in proximity to daily needs, provide a range of housing-type options such as duplexes, townhouses, row houses, small-scale apartments, and houses on smaller lots to meet the needs of people of different means and at different stages of their lives.	Regulation	• Change Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain affordable housing throughout Austin. • Create a "Healthy Austin" program
LUT Action-4	Use incentives and regulations to direct growth to areas consistent with the Growth Concept Map that have existing infrastructure capacity including roads, water, wastewater, drainage and schools.	Policy	• Change Austin's development regulations and processes to promote a

Land Use and Transportation / Building Block 1			
Label	**Actions**	**Action Type**	**Priority Program(s)**
			• compact and connected city.
LUT Action-5	Create a regulatory environment to promote the redevelopment of brownfields and greyfields into compact, walkable places by: - Increasing development rights through changes in regulations, density bonuses, and other incentives; - Revising parking design requirements that result in more permeable area and promote walking, biking, and transit; - Providing assistance in securing funding for redevelopment; - Ensuring appropriate transitions to less intensive residential areas; - Expediting the permitting and approval process. - Utilizing Low Impact Development practices to mitigate impacts associated with increases in impervious cover or constrained stormwater infrastructure that may impede redevelopment.	Regulations, CIP	• Invest in Transportation and other improvements to create a compact and connected Austin • Change Austin's development regulations and processes to promote a compact and connected city.
LUT Action-6	Create a regional planning initiative to encourage local governments in Central Texas to promote a mix of housing and land uses for diverse populations and income groups, located near work, shopping, and services.	Coordination	• Change Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain affordable housing throughout Austin.
LUT Action-7	Implement a transfer of development rights program to transfer development rights from environmentally sensitive areas to areas identified on the Growth Concept Map for new development or redevelopment.	Regulation	• Change Austin's development regulations and processes to promote a compact and connected city. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources
LUT Action-8	Adopt policies and establish a regulatory environment that promotes the development of compact, mixed-use places that provide great public spaces accessible to people of all ages	Regulation	• Change Austin's development regulations and

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
	and abilities.		• processes to promote a compact and connected city.
LUT Action-9	Coordinate with local school districts in the planning and siting of schools and other educational facilities to encourage sustainable designs and promote the creation of complete communities.	Coordination	• Change Austin's development regulations and processes to promote a compact and connected city.
LUT Action-10	Locate new industrial development; logistics, warehousing, and distribution; and other comparable businesses in areas with adequate utility and transportation infrastructure and in areas that reduce the harmful effects on neighborhoods and the environment.	Policy, Regulation	• Change Austin's development regulations and processes to promote a compact and connected city.
LUT Action-11	Develop land use and transportation policies and regulations that promote the development of projects that promote more active and healthy lifestyles such as community gardens, tree-shaded sidewalks and trails, bicycle parking, showers within office buildings, and having daily needs within proximity to home and work.	Policy, Regulation	• Change Austin's development regulations and processes to promote a compact and connected city. • Create a "Healthy Austin" program.
LUT Action-12	Create an integrated transportation plan that encompasses driving, transit, bicycling, walking, and roadway and rail freight.	Policy	• Create a "Healthy Austin" program.
LUT Action-13	Create a system of high-capacity transit including elements such as urban rail and bus rapid transit corresponding to land use mix and intensity.	CIP, Policy	• Invest in Transportation and other improvements to create a compact and connected Austin
LUT Action-14	Increase public transit ridership. • expand service to compact centers and mixed use corridors • increase the number of people who use transit by choice • create inviting public spaces at stops and transfer centers • provide real-time schedule information • add more covered bus shelters • make stops more convenient • add park and ride facilities • make routes more convenient and the system more intuitive • create street design standards (bus turnouts, sidewalk width, benches, shelter) • give transit priority (queue jumpers, signal priority,	Program, CIP, Coordination	• Invest in Transportation and other improvements to create a compact and connected Austin. • Create a "Healthy Austin" program.

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
	managed lanes, and dedicated lanes) • launch an informative and enticing public relations campaign • implement first and last mile solutions such as carpooling, vanpools and bicycle and car sharing • add more bicycle carrying capacity to buses and trains.		
LUT Action-15	Ensure that the construction, operation, and management of rail, bus rapid transit, local bus systems, and future public transportation are integrated and coordinated across City Departments and with our partners such as other local governments, agencies and districts.	Coordination	•
LUT Action-16	Enhance crosstown transit options to better connect people to the places where they live, work, play, shop, and access services.	Coordination, CIP	• Invest in Transportation and other improvements to create a compact and connected Austin.
LUT Action-17	Create an efficient and connected transportation system that allows people with disabilities and special needs to easily access their daily needs from where they live and work.	Regulations, Coordination	• Invest in Transportation and other improvements to create a compact and connected Austin. • Create a "Healthy Austin" program.
LUT Action-18	Develop a program and funding source to retrofit existing, incomplete roadways into complete streets.	CIP, Program	• Invest in Transportation and other improvements to create a compact and connected Austin. • Create a "Healthy Austin" program.
LUT Action-19	Develop complete streets design guidelines for all new road construction and reconstruction: - Pedestrian and bicycle facilities and amenities. - Green street techniques - Green Street Techniques/Green Infrastructure Best Management Practices - Interconnected, navigable, grid-like streets and blocks - Flexibility in design and regulations - Create pedestrian-activated cross walks at mid block intersections on arterials to improve pedestrian safety - Traffic calming measures - Transit accommodations - Use of native landscaping	Regulation	• Change Austin's development regulations and processes to promote a compact and connected city. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.

Land Use and Transportation / Building Block 1			
Label	**Actions**	**Action Type**	**Priority Program(s)**
LUT Action-20	Develop roadway and rights-of-way design standards that accommodate the needs of street trees and above and below ground utilities and infrastructure.	Regulation	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
<mark>LUT Action-21</mark>	Create a network of on and off-street physically separated bicycle and walking routes or trails linking all parts of Austin and the region.	CIP, Program	• Invest in Transportation and other improvements to create a compact and connected Austin • Create a "Healthy Austin" program.
LUT Action-22	Expand the Safe Routes to School programs.	Coordination, CIP, Program	• Invest in Transportation and other improvements to create a compact and connected Austin • Create a "Healthy Austin" program.
LUT Action-23	Develop standards to connect all new neighborhoods to adjacent neighborhoods and commercial areas by streets, sidewalks, and bicycle lanes and/or paths.	Regulation	• Invest in Transportation and other improvements to create a compact and connected Austin • Create a "Healthy Austin" program.
LUT Action-24	Encourage the relocation of the Missouri-Pacific Railroad freight line from its current alignment through the middle of Austin.	CIP, Coordination	• Invest in Transportation and other improvements to create a compact and connected Austin.
LUT Action-25	Create a transportation and congestion management plan and program to improve the flow of traffic in and out of the Central Business District during the morning and evening rush hours through coordination with the Downtown public and private sector stakeholders.	Coordination, Program	• Invest in Transportation and other improvements to create a compact and connected Austin.
LUT Action-26	Set targets for vehicle miles traveled per capita, and incorporate those targets into traffic impact studies for new development.	Regulation	• Change Austin's development regulations and processes to promote a compact and connected city.

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
LUT Action-27	Promote increased bicycling and walking through traffic enforcement, program evaluation, and developing and integrating Web-based tools, mobile applications and other educational materials.	Analysis, Program	• Invest in Transportation and other improvements to create a compact and connected Austin.
LUT Action-28	Create design standards for public spaces such as parks, plazas, sidewalks and trails that responds to the unique setting in which they are located.	Regulation, Policy	• Change Austin's development regulations and processes to promote a compact and connected city.
LUT Action-29	Engage the local creative community to create more robust public art for Austin's public gathering places such as plazas, parks, trails, roadways, transit stops, and sidewalks.	Program	•
LUT Action-30	Create a regulatory environment to allow flexibility in how buildings are used in compact centers and along commercial corridors—particularly the first floor—by simplifying the process to adapt from one use to another, such as residential to commercial or vice versa.	Regulation	• Change Austin's development regulations and processes to promote a compact and connected city.
LUT Action-31	Improve streetscapes and infrastructure along mixed use corridors and at mixed use centers through the use financing mechanisms such as tax increment financing (TIF) districts and Public Improvement Districts (PID).	CIP, Program	• Invest in Transportation and other improvements to create a compact and connected Austin
LUT Action-32	Develop standards for public spaces, such as parks, plazas and streets, to create integrated, tree-covered places.	Regulation, Policy	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT Action-33	Develop dark sky regulations and standards to reduce nighttime light pollution to - Allow people to see the stars - Reduce the adverse health effects of light pollution on humans - Reduce the effects of unnatural lighting on the environment and nocturnal animals - Conserve natural resources due lowered energy usage.	Regulation	• Create a "Healthy Austin" program.
LUT Action-34	Incentivize new and redevelopment to be sensitive to the Central Texas climate, culture, building traditions, and constructions materials.	Regulation	• Change Austin's development regulations and processes to promote a compact and

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
			connected city.
LUT Action-35	Develop standards and expand incentives for green building and increased energy efficiency for new construction and remodels of older houses.	Regulation	• Change Austin's development regulations and processes to promote a compact and connected city.
LUT Action-36	Incentivize appropriately-scaled and located green infrastructure and public spaces, such as parks, plazas, greenways, trails, urban agriculture and/or open space in new development and redevelopment projects.	Regulation	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT Action-37	Develop a regulatory framework to incentivize the use of Low Impact Development (LID) design features such as rainwater harvesting, increased permeable surfaces, rain gardens, green roofs, green streets, and natural-looking water quality features such as bioswales to manage stormwater.	Regulation	• Create a program to sustainably manage our water resources.
LUT Action-38	Review and change building and zoning codes and incorporate best practices to promote green building and sustainable development.	Analysis, Regulation	• Change Austin's development regulations and processes to promote a compact and connected city.
LUT Action-39	Create regulations and incentives for developers and builders to use green development techniques for buildings, streets, and open spaces with a focus on conservation, longevity, and sustainability.	Regulation	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT Action-40	Expand the number of parks and amount of open spaces of different sizes and purposes throughout the city.	CIP, Regulation	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
LUT Action-41	Promote Austin's and the surrounding area's green infrastructure by utilizing web-based tools such as maps and other resources.	Analysis, Coordination	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into

Land Use and Transportation / Building Block 1			
Label	Actions	Action Type	Priority Program(s)
			the city.

Housing and Neighborhoods / Building Block 2			
Label	Action Idea	Action Type	
HN Action-1	Establish regulations and programs to promote the development of a variety of market rate and affordable housing types within compact, mixed use centers and corridors served by transit.	Regulation, Program	• Change Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain affordable housing throughout Austin
HN Action-2	Develop incentives and policies to encourage more families with children to live in Austin's established neighborhoods by increasing the supply and variety of housing.	Regulation, Policy	• Change Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain affordable housing throughout Austin
HN Action-3	Produce regulations and enhance programs to promote affordable housing throughout Austin by: -Utilizing publicly-owned land for the development of affordable housing -Preserving existing affordable housing -Allowing for diverse housing types throughout Austin -Balancing homeownership and rental opportunities -Providing assistance in securing funding for affordable housing -Modify regulations that adversely affect affordable housing -Land banking -Encouraging the expansion of community development corporations	Regulation, Program, CIP	• Change Austin's development regulations and processes to promote a compact and connected city. • Develop and maintain affordable housing throughout Austin
HN Action-4	Provide incentives, educational materials, and develop new funding sources for the rehabilitation and repair of affordable housing, including: - Tax rebates - Flexible development regulations - Fees-in-lieu of providing affordable housing - Bond elections -	CIP, Regulation	• Develop and maintain affordable housing throughout Austin

Housing and Neighborhoods / Building Block 2			
Label	**Action Idea**	**Action Type**	
HN Action-5	Incentivize and subsidize the construction of infrastructure for projects providing affordable housing.	CIP	• Develop and maintain affordable housing throughout Austin
HN Action-6	Provide greater consideration for the awarding of incentives to businesses, organizations, and developments that provide housing and employment opportunities for economically disadvantaged individuals.	CIP, Coordination	• Develop and maintain affordable housing throughout Austin
HN Action-7	Advocate changes to State of Texas legislation to support the development of affordable housing (i.e., repeal of the ban on inclusionary zoning).	Policy, Coordination	• Develop and maintain affordable housing throughout Austin
HN Action-8	Expand home-buyer assistance programs so that lower income households can purchase houses to increase homeownership levels in Austin.	CIP, Program	• Develop and maintain affordable housing throughout Austin
HN Action-9	Expand existing and develop new programs, and coordinate with other organizations to retain long-time residents of neighborhoods experiencing rapidly increasing property values and an influx of wealthier new residents.	Policy, Program	• Develop and maintain affordable housing throughout Austin
HN Action-10	Create incentives and form partnerships with large employers to develop workforce housing.	Program, Coordination	• Develop and maintain affordable housing throughout Austin
HN Action-11	Establish a regulatory framework to promote and assist housing development that involves adaptive re-use of existing buildings.	Regulation	•
HN Action-12	Develop a program to expand opportunities for homebuyers to incorporate the cost of energy-efficient improvements into their mortgages or into the refinancing of existing mortgages.	Policy, Coordination	•
HN Action-13	Expand informational programs that educate homeowners and builders about sustainable building practices.	Program	•
HN Action-14	Create a more robust code enforcement program to improve the quality of housing.	Program	•
HN Action-15	Develop a regulatory framework to incentivize the use of sustainable and cost effective design features such as rainwater harvesting, xeriscape features, rain gardens, green roofs, greywater irrigation, solar power, and energy efficient utilities.	Regulation	• Create a program to sustainably manage our water resources. .
HN Action-16	Engage the local architect and design community in creating a variety of housing types to meet the housing needs of all types of households (e.g., singles, empty	Coordination	•

Housing and Neighborhoods / Building Block 2			
Label	**Action Idea**	**Action Type**	
	nester, families with children and people with disabilities).		
HN Action-17	Develop regulations and standards that promote innovative and diverse residential architecture that is sensitive to the surrounding neighborhood.	Regulation	•
HN Action-18	Work with employers to locate their place of business along mixed use and commercial corridors and centers in proximity to residential areas that could provide housing for their employees.	Coordination	• Develop and maintain affordable housing throughout Austin
<mark>HN Action-19</mark>	Ensure harmonious and compatible transitions between neighborhoods and adjacent commercial, mixed-use, and denser housing by regulating setbacks, building mass and height, and other design elements and uses.	Regulation	• Change Austin's development regulations and processes to promote a compact and connected city.
HN Action-20	Develop and implement strategies that address spillover parking from commercial districts into adjacent residential areas that include increased public transportation, better pedestrian and bicycling amenities, improved signs and parking management.	Regulation	• Change Austin's development regulations and processes to promote a compact and connected city.
			•
HN Action-22	Continue small-area planning efforts such as neighborhood, corridor, and station area planning throughout Austin and it extraterritorial jurisdiction (ETJ) and develop criteria to prioritize the selection of these areas such as increased development pressures related to rapid growth or increased blight.	Policy	•
HN Action-23	Align future development with the Growth Concept Map through adoption of small-area plans (e.g., neighborhood, corridor, and station area plans) that contain provisions set forth in Imagine Austin, including: - Areas experiencing change - Infill Development - Mixed-use centers and corridors - Increased density - Open space and open space connectivity - Historic preservation - Neighborhood preservation - Transitioning between land uses - A variety of housing types - Affordable housing - Brownfield and greyfield redevelopment - Public Transportation	Policy	•
			•
			•

Housing and Neighborhoods / Building Block 2			
Label	**Action Idea**	**Action Type**	
HN Action-26	Ensure outreach efforts for the ongoing comprehensive planning program as well as small-area plans are directed toward attracting a diversity of stakeholders including under-represented demographic and socio-economic groups.	Policy	•
			•
HN Action-28	Coordinate with public and private sector organizations in Austin, such as school districts, non-profit organizations, and other agencies to address efforts related to health and human services, housing, economic development, sustainable development, and planning.	Coordination	• Develop and maintain affordable housing throughout Austin. • Create a "Healthy Austin" program. • Create a program to sustainably manage our water resources. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
HN Action-29	Establish a regulatory environment that creates communities across Austin that: -support walking, bicycling, and transit -live/work spaces -are in proximity to daily needs - include a variety of employment opportunities -provide a range of housing (duplexes, townhouses, row houses, small-scale apartments, etc.) integrating market-rate and affordable housing for people of all ages, abilities, and means -utilize sustainable building practices -are stable with low crime and safe buildings -provides a range of facilities and services such as schools, parks, community gardens, and other public gathering spaces	Regulation, Coordination	• Change Austin's development regulations and processes to promote a compact and connected city. • Create a "Healthy Austin" program.

Economy / Building Block 3			
Label	**Actions**	**Action Type**	**Priority Program(s)**
ECON Action-1	Maintain partnerships between local chambers of commerce, business associations, and regional and state economic agencies to develop and improve programs to recruit and retain businesses to Austin.	Coordination	• Continue to grow Austin's economy by investing in our workforce and education system.

Economy / Building Block 3			
Label	**Actions**	**Action Type**	**Priority Program(s)**
ECON Action-2	Establish strategic incentives and investments tailored to targeted industries and business districts throughout Austin such as downtown, industrial areas, roadway corridors, neighborhood-oriented and -scaled districts, transit-oriented districts (TOD), etc.	Policy, CIP	• Continue to grow Austin's economy by investing in our workforce and education system.
ECON Action 3	Create a regulatory framework to foster a business-friendly environment by: - Identifying regulatory impacts on investment, business development, and retention (zoning, permitting and licensing requirements, tax requirements, etc.); - Assigning city staff devoted to helping businesses navigate the system and with trouble shooting; - Creating development incentives (including tax incentives), density and floor-to-area ratio (FAR) bonuses, reduced and alternative parking requirements, expedited review, etc.; - Simplifying and clarifying the development review process, including one-stop shop review, enforced timelines, and set targets for responsiveness and accountability; - Allowing more by-right development; - Making development regulations more flexible, while defining the extent of flexibility and maintaining safety and code integrity; - Creating a program to assist businesses that are affected by road construction or infrastructure improvements; - Creating a rehabilitation building code to make adaptive reuse efficient and affordable.	Regulation, Program	• Continue to grow Austin's economy by investing in our workforce and education system. • Change Austin's development regulations and processes to promote a compact and connected city.
ECON Action 4	Establish and continually monitor a set of measures to gauge the effectiveness of economic development initiatives.	Analysis	• Continue to grow Austin's economy by investing in our workforce and education system
ECON Action 5	Improve Austin's transportation and economic connections between other major cities in Texas by supporting the construction of a high speed rail network.	Coordination	• Invest in Transportation and other improvements to create a compact and connected Austin
ECON Action 6	Increase international air service to Austin-Bergstrom International Airport to improve business and tourism opportunities.	Policy, CIP	• Continue to grow Austin's economy by investing in our workforce and education system
ECON Action 7	Facilitate international trade that benefits diverse sectors of the Austin economy.	Policy, Coordination	• Continue to grow Austin's economy by investing in our workforce and education system

Economy / Building Block 3			
Label	**Actions**	**Action Type**	**Priority Program(s)**
ECON Action 8	Expand the online availability of business development resources, such as best practices, for small businesses.	Coordination	• Continue to grow Austin's economy by investing in our workforce and education system
<mark>ECON Action 9</mark>	Establish and expand policies, programs, and partnerships to support the development of creative industries, including film, music, gaming, etc., in Austin. These could include: - Incubator programs; - Business accelerators; - Promotional programs; - Live-work opportunities; - Financial assistance; - Implementation of the Create Austin Cultural Master Plan; - Technical assistance and professional development opportunities; - Workshops.	Policy, Program	• Grow and invest in Austin's creative economy • Continue to grow Austin's economy by investing in our workforce and education system
ECON Action - 10	Partner with the Austin Convention and Visitors Bureau to develop a marketing strategy to promote tourism that builds upon Austin and Central Texas' unique natural environment, outdoor lifestyles, live music, performing arts, culture, diversity, and history.	Program, Coordination	• Continue to grow Austin's economy by investing in our workforce and education system
ECON Action - 11	Partner with business, property, and arts organizations to enhance downtown Austin's position as a nationally- and internationally-renowned business, entertainment center, and regional destination.	Program, Coordination	• Grow and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in our workforce and education system.
ECON Action - 12	Preserve and promote iconic and unique Austin facilities and events that attract tourists, convention business, corporate relocations, and the recruitment of skilled workers.	Program	• Continue to grow Austin's economy by investing in our workforce and education system.
<mark>ECON Action - 13</mark>	Work with local school districts, the University of Texas, Austin Community College, other area institutions of higher learning, major employers, and elected officials to: - Identify gaps in educational programs; - Identify the skills needed for current, emerging, and targeted job sectors; - Educate students at all levels about the skills needed to compete in a 21st Century economy.	Coordination	• Grow and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in our workforce and education system.
ECON	Work with local colleges and universities to expand their medical	Coordination	• Continue to grow

Economy / Building Block 3			
Label	Actions	Action Type	Priority Program(s)
Action - 14	education offerings and increase the availability of medical residency programs.		Austin's economy by investing in our workforce and education system
ECON Action - 15	Develop economic development programs and incentives to promote the employment of historically under-employed segments of the population.	Program	• Continue to grow Austin's economy by investing in our workforce and education system
==ECON Action - 16==	Create a regional economic development task force, led by the Greater Austin Chamber of Commerce, that includes the City of Austin, nearby municipalities and surrounding counties; the University of Texas, Austin Community College and other area institutions of higher learning; area transportation providers such the Capital Area Metropolitan Planning Agency, Texas Department of Transportation, Central Texas Regional Mobility Authority, and Capital Metropolitan Transportation Agency; major employers and representatives from major industries; and other regional partners to develop a strategic direction for the Austin region by: • Developing a shared direction for the region; • Sharing information between the public and private sectors; • Establishing collaborative communication links among regional planning efforts; • Analyzing the impacts of publically-owned land; • Collaborating and co-locating institutional uses; • Attracting and supporting target industries; • Coordinating transportation planning efforts; • Assisting with grant research and writing.	Coordination	• Continue to grow Austin's economy by investing in our workforce and education system
ECON Action - 17	Establish more formal relationships between the cities in the Texas Triangle (Dallas-Fort Worth, Houston, and San Antonio) to address issues regarding the larger region, including intraregional trade policies, the development of an inland port, and the employment of the region's diverse population.	Coordination	• Continue to grow Austin's economy by investing in our workforce and education system
ECON Action - 18	Partner with the Austin business community to develop policies, regulations, and programs to foster the development and success of local businesses by: - Creating an inventory of locally-owned businesses, including creative industries; - Developing a mentor program for locally-owned businesses; - Promoting the formation of worker-owned and community-owned businesses (co-ops) that sell local products; - Creating an Austin Craftsmen's Guild to showcase products created by Austin residents; - Providing tax incentives for locally-owned businesses; - Creating a directory of locally-produced products; - Expanding the "Go Local" card concept;	Coordination	• Continue to grow Austin's economy by investing in our workforce and education system

Economy / Building Block 3			
Label	**Actions**	**Action Type**	**Priority Program(s)**
	- Simplifying the process to have local businesses provide additional services (e.g. host bands for SXSW); - Supporting businesses at each stage of the business life cycle; - Enhancing and expanding small business development services to grow market share of small, local businesses; - Expanding economic opportunities and measurable results for Minority- and Women-Owned Business Enterprise (MBE / WBE) firms.		
ECON Action - 19	Create a public-private task force between the State of Texas, the City of Austin, Travis County, local universities, the Chamber of Commerce, and local industries to invest in research and development and green tech, biotech, high tech, and other emerging technologies.	Coordination	• Continue to grow Austin's economy by investing in our workforce and education system
ECON Action - 20	Improve government efficiency through technology (software and hardware) investments and by developing and retaining information technology staff.	Program	• Continue to grow Austin's economy by investing in our workforce and education system

Conservation and Environment / Building Block 4			
Label	**Actions**	**Action Type**	**Priority Program(s)**
CE Action-1	Implement the City of Austin Climate Protection Plan.	Policy, Program	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources.
			•
CE Action-3	Create a system for identifying, defining, and mapping environmentally sensitive areas for their protection.	Analysis	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources.
CE Action-4	Preserve & protect environmentally sensitive areas using a variety of tools including transferable development rights as well as policies and regulations that incentivize	Policy, Regulation	• Change Austin's development regulations and processes to promote

	greyfield/redevelopment/infill.		a compact and connected city. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources
CE Action-5	Improve policies and incentives for restoration of damaged natural resources areas.	Policy, Regulations	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources
<mark>CE Action-6</mark>	Collaborate regionally to align conservation and sustainable development regulations and policies to protect environmentally sensitive areas that cross political boundaries.	Coordination, Regulation, Policy	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources
CE Action-7	Encourage designs and building practices that reduce the environmental impact of development and that result in accessible green space.	Policy, Regulation	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources
CE Action-8	Establish a comprehensive, predictable, consistent, and efficient process to evaluate the environmental effects of new development.	Program, Analysis	• Create a program to sustainably manage our water resources
CE Action-9	Develop an educational and awards program to showcase best practices in sustainable and low-impact development and achievements or innovations in waste reduction, recycling, and sustainable food practices.	Program	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources

CE Action-10	Create print and online educational materials to expand public awareness of the benefits of environmental protection, simple steps to improve protection, and common threats to avoid.	Program	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources
			•
CE Action-12	Identify existing areas with limited access to parks, open space, and trails and create mechanisms to address these gaps.	Analysis, Program	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE Action-13	Develop regulations and incentives to protect prime farmland such as transferable development rights, farmland trusts, farmland mitigation, and conservation easements.	Regulation, Program	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE Action-14	Support local farmers by creating incentives and removing regulatory barriers, offering tailored small business support, and creating public information campaigns to promote local food.	Analysis, Regulations, Program	• Create a "Healthy Austin" program.
CE Action-15	Expand existing and facilitate the establishment of new distribution avenues for local farm products.	Program, Coordination	• Create a "Healthy Austin" program.
CE Action-16	Identify and map food deserts and provide incentives for full service grocery stores and farmers markets to locate in these underserved areas.	Analysis, Regulation	• Create a "Healthy Austin" program.
CE Action-17	Expand the City of Austin's acquisition of environmentally significant land, conservation easements, and/or development rights for the protection of sensitive areas, including: - floodplains - riparian areas - wetlands - prairies - land that supports recharge of the Edwards Aquifer - wildlife habitat and corridors - bottomland forests and priority woodlands - critical environmental features - agricultural land	Program, CIP	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources
CE Action-18	Develop and implement unified, comprehensive land management of all City of Austin lands for integrated environmental sustainability, including carbon sequestration, wildlife habitat, water quality and quantity	Program	• Create a green infrastructure program to protect environmentally sensitive areas and

	and education.		• integrate nature into the city. • Create a program to sustainably manage our water resources.
CE Action-19	Continue to develop and strengthen partnerships with universities and local schools to integrate educational programs with conservation and sustainability policies and projects.	Coordination	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources.
CE Action-20	Create a regional task force to address inter-jurisdictional environmental sustainability issues.	Coordination	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources.
CE Action-22	Review tree planting regulations to ensure that invasive species are not permitted. Create incentives to remove invasive plant species and replace them with native species.	Analysis, Regulation	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE Action-23	Create a heritage tree inventory and monitoring system to create stronger mechanisms for protecting heritage trees.	Analysis, Program	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE Action-24	Strengthen tree protection regulations.	Regulation	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CE Action-25	Create an urban forest plan to that identifies tree canopy goals, establishes a budget, and presents implementation measures.	Regulation, Program	• Create a green infrastructure program to protect environmentally sensitive areas and

Label	Actions	Action Type	Priority Program(s)
			integrate nature into the city.
CE Action-26	Strengthen regulations that protect creeks and floodplains from development by increasing buffer zones and reducing the amount and type of development allowed in these areas.	Regulation	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources.
CE Action-27	Reduce pollution hotspots and prohibit high-emission uses (e.g. scrap yards, automotive repair, etc.) in floodplains and critical water quality zones.	Policy, Regulation	• Create a "Healthy Austin" program. • Create a program to sustainably manage our water resources.

City Facilities and Services / Building Block 5			
Label	**Actions**	**Action Type**	**Priority Program(s)**
CFS Action-2	Limit, buffer, or prohibit public access to certain environmentally sensitive areas to maintain their value (i.e. wildlife protection and erosion control).	Regulation	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS Action-3	Expand equitable access for adults, children, and their pets to active and passive parks throughout the city by carefully targeting new parks where most needed and developing public access agreements with non-City-owned parks and open space. For guidance, see the Walkable Parks map (Figure 4.9, page xx)	Coordination	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS Action-4	Establish pocket parks, smaller undeveloped preserves, and passive recreational spaces in areas with little open space.	CIP	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS Action-	Explore additional funding sources primarily for the maintenance of parks as well as for the for the design and	Analysis, CIP	• Create a green infrastructure

City Facilities and Services / Building Block 5			
Label	**Actions**	**Action Type**	**Priority Program(s)**
5	construction, including: - user fees - rental fees - additional grant opportunities - additional levy - reinvestment of revenue generated in parks - through partnerships		program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS Action-6	Ensure adequate funding for the maintenance of parks and trees on City of Austin property through Best Maintenance Practices.	CIP	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS Action-7	Expand partnerships between local organizations and the City of Austin to maintain and improve local parks and open spaces.	Coordination	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS Action-8	Revise tree planting and tree care standards to be more sustainable and reduce tree mortality.	Regulation	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS Action-9	Restore trees and vegetation along degraded waterways, especially in eastern watersheds.	CIP	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources.
CFS Action-10	Create a trails master plan to ensure connectivity and provide consistency with regional, city and neighborhood-level trail and transportation goals to provide pedestrian and bicycle connections between neighborhoods and destinations; incorporate trails throughout the city and region; encourage	Policy	• Create a green infrastructure program to protect environmentally sensitive areas and

City Facilities and Services / Building Block 5			
Label	**Actions**	**Action Type**	**Priority Program(s)**
	developers to connect to or complete the trail system; and use protected land along creeks and floodplains in an environmentally sustainable way.		• integrate nature into the city. • Create a "Healthy Austin" program.
CFS Action-11	Develop, through a process engaging the general public and professionals, context-sensitive trail, park, and greenway standards to ensure high-quality, environmentally-sustainable design.	Policy	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a "Healthy Austin" program.
CFS Action-12	Develop multi-disciplinary, cross-jurisdictional planning teams for projects that involve major natural features, such as the Colorado River or Onion Creek Greenway.	Coordination	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS Action-13	Incorporate public art and interpretive signage into green spaces as an educational tool to demonstrate practices such as water conservation, recycling, and low-impact development.	Programmatic	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS Action-14	Coordinate amongst City of Austin departments and other agencies to market recreational programs and health related awareness campaigns.	Coordination, Programmatic	• Create a "Healthy Austin" program.
CFS Action-15	Strengthen police ties to the community, including more personal interaction, to enhance safety and build trust.	Programmatic	•
CFS Action-16	Coordinate performance measures across public safety agencies to better plan for additional facilities, units, and staffing and to provide better oversight and service to all parts of Austin as the city grows.	Programmatic	•
CFS Action-17	Develop and promote online and interactive mapping, analysis and notification tools to provide recent data related to public safety issues and natural disaster threats.	Analysis	•
CFS Action-18	Develop or enhance public safety educational programs in the community regarding topics such as: - personal safety - drug use, especially among youth - fire dangers for property within or near the wildland	Programmatic	•

City Facilities and Services / Building Block 5			
Label	**Actions**	**Action Type**	**Priority Program(s)**
	interface - police and fire procedure awareness.		
CFS Action-19	Conduct and maintain a comprehensive existing Austin Fire Department and Austin-Travis County Emergency Management Services building condition report to assess the need for remodeling, expansion, replacement, or consolidation of facilities.	Analysis	•
CFS Action-20	Ensure that land development policies, regulations and design standards take public safety issues like roadway connectivity, ingress/egress and street design into consideration.	Policy	• Change Austin's development regulations and processes to promote a compact and connected city.
CFS Action-21	Develop an integrated emergency mitigation and response plan through coordination with our public and private sector regional partners: -Surrounding municipalities and counties -School districts, colleges, and universities -Major employers -Hospitals -Regional agencies such as Capital Area Council of Governments (CAPCOG) and Capital Metropolitan Transportation Agency (Cap Metro) -State of Texas agencies and departments, including TxDOT.	Coordination	•
CFS Action-22	Improve communication between City of Austin departments, as well as other local governments and school districts, regarding future facility planning to ensure that opportunities for shared facilities are discussed at the earliest stage of the planning process.	Coordination	• Change Austin's development regulations and processes to promote a compact and connected city.
CFS Action-23	Continue expansion of public safety regional service delivery model. This may be accomplished though Interlocal Agreements with surrounding municipalities and agencies or a confederation or consolidation of public safety agency operations.	Coordination	•
CFS Action-24	Create a more robust and flexible code enforcement program to improve the quality of housing.	Regulation	•
CFS Action-25	Develop design standards for public buildings and spaces that promote high-quality community focal points in the areas where they are located. These standards should address issues such as: - re-use of existing structures - LEED certification, including water and energy efficiency - low impact development - resource recovery such as recycling, composting, and reuse	Policy, Programmatic	• Change Austin's development regulations and processes to promote a compact and connected city.

City Facilities and Services / Building Block 5			
Label	**Actions**	**Action Type**	**Priority Program(s)**
	- trees planting, preservation, and protection - green spaces - transit access - carshare/electric vehicle parking spaces - bikesharing and bicycle facilities and accommodations - safe, connected walkways - public spaces inside and outside of buildings - anchoring neighborhood niches -child-friendly play spaces -family-friendliness.		
CFS Action-26	Ensure the City's bidding and design processes achieve superior design and promote quality construction of parks, buildings, and other City of Austin facilities.	Policy	•
CFS Action-27	Cluster and, where appropriate, co-locate public facilities and programs to reduce costs.	Policy, CIP	• Change Austin's development regulations and processes to promote a compact and connected city.
CFS Action-28	Increase access to and awareness of City of Austin services and public spaces through new tools and technologies, including web-based services and self-service kiosks.	Programmatic	•
CFS Action-29	Create a world-class library system by expanding collections and public computer access and by upgrading and expanding library facilities by completing the new Central Library, building four regional Resource Branches in the four quadrants of Austin and retrofitting the Faulk Library as an expansion of the History Center.		• Continue to grow Austin's economy by investing in its workforce and education system
CFS Action-30	Seek opportunities to align water, energy, and waste conservation/reduction funding, education, and incentives.	Programmatic	• Create a program to sustainably manage our water resources. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS Action-31	Provide tools, education, and assistance for utility users to better understand the environmental impacts their water and energy use, and waste generation.	Programmatic	• Create a program to sustainably manage our water resources.
CFS Action-32	Implement the Zero Waste Strategic Plan and Solid Waste Services Master Plan to divert 90% of waste from landfills and incinerators by 2040, with particular attention to: - expanding diversion opportunities such as recycling and composting for residents and businesses;	Analysis	•

City Facilities and Services / Building Block 5			
Label	**Actions**	**Action Type**	**Priority Program(s)**
	- supporting resale, refurbishing, and reuse opportunities throughout Austin; - fostering public awareness of Zero Waste through education, recognition, and incentive programs; - assessing the current capacity of waste diversion facilities to coordinate with the Growth Concept Map.		
CFS Action-33	Maintain a safe and reliable energy system and improve Austin's air quality and lower greenhouse gas emissions through continued review and adoption alternative fuel sources and energy storage technologies.	Programmatic, CIP	•
CFS Action-34	Maintain Austin Energy's financial stability and affordable energy rates while encouraging conservation and funding increased energy efficiency and conservation incentives.	Regulation	•
CFS Action-35	Maintain superior energy efficiency standards and requirements for new construction.	Regulation	•
CFS Action-36	Align policies, incentives, regulations, service area extensions, and infrastructure to coordinate with the Growth Concept Map, maintain Austin's livability and affordability, protect environmentally sensitive areas, and sustainably manage Austin's water resources. Include consideration of diverse water sources and conservation and efficiency measures when planning for future demand for potable water.	Analysis	• Invest in transportation and other improvements to create a compact and connected Austin. • Change Austin's development regulations and processes to promote a compact and connected city. • Create a program to sustainably manage our water resources. • Develop and maintain affordable housing throughout Austin.
CFS Action-37	Create a green infrastructure plan for public land or in public rights-of-way to preserve Austin's ecosystem, improve the water cycle, reduce the urban heat island effect, improve air quality, enrich public space, and provide for traffic calming. Examples include open space, trails, wetlands, community gardens green streets, infiltration facilities, and the urban forest.	Policy, CIP	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources. • Create a "Healthy

City Facilities and Services / Building Block 5			
Label	Actions	Action Type	Priority Program(s)
			Austin" program.
CFS Action-38	Incentivize and promote low-impact development designs and techniques on private land that preserve key environmental features, reduce runoff and the use of potable water for plantings and increase stormwater infiltration. Examples include rainwater harvesting, porous pavement, rain gardens, and green roofs.	Incentives	• Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources.
CFS Action-39	Strengthen water conservation programs to lower water use using new tools, incentives, and regulations.	Regulation & incentives	• Create a program to sustainably manage our water resources.
CFS Action-40	Develop incentives and coordinate regulations to promote innovative water and greywater re-use options for building and site design, landscape maintenance, and agricultural irrigation.	Regulation & incentives	• Create a program to sustainably manage our water resources.
CFS Action-41	Establish regulations, programs, and funding sources to allow offsite, including regional, stormwater detention and water quality controls to be used in concert with green infrastructure and low-impact development techniques in areas identified for compact, walkable development or redevelopment and identify opportunities for recreational uses and habitat creation or restoration.	Coordination	• Create a program to sustainably manage our water resources. • Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city.
CFS Action-42	Study and implement, as appropriate, decentralized wastewater management tools that locate processing closer to the re-use site, such as package plants and satellite facilities, to reduce fixed infrastructure costs.	Analysis	• Change Austin's development regulations and processes to promote a compact and connected city.
CFS Action-43	Participate in national, state, and local efforts to identify, assess, and reduce emerging contaminants in water, such as pharmaceuticals and personal care products.	Programmatic	• Create a program to sustainably manage our water resources.
CFS Action-44	Strengthen flood control, erosion, and water quality programs, incentives, regulations, and enforcement to incorporate best practices and meet or exceed national standards.	Programmatic	• Create a program to sustainably manage our water resources.
CFS Action-45	Expand and strengthen water quality regulations to achieve non-degradation and protect recharge zones, floodplains, creeks and their headwaters, and other environmentally	Regulation	• Create a green infrastructure program to protect

City Facilities and Services / Building Block 5			
Label	**Actions**	**Action Type**	**Priority Program(s)**
	sensitive areas: -Increased buffers and setbacks -Restricted land uses with significant spill risks in sensitive environmental areas -Changes in allowed impervious cover.		environmentally sensitive areas and integrate nature into the city. • Create a program to sustainably manage our water resources.
CFS Action-46	Collaborate with regional water providers to identify and reduce service overlaps and coordinate access to main water sources, including groundwater.	Coordination	• Create a program to sustainably manage our water resources.

Society / Building Block 6			
Label	**Actions**	**Action Type**	**Priority Program(s)**
SOC Action-1	Support wellness and prevention education in schools and the general public to reduce the burden on primary care.	Programmatic, Coordination	• Create a "Healthy Austin" program.
SOC Action-2	Expand programs providing discounted transit fares for economically disadvantaged citizens, disabled individuals, and seniors.	Programmatic	• Create a "Healthy Austin" program.
SOC Action-3	Collaborate with counties, the hospital district, and school districts to dedicate funding to mental health & substance abuse programming.		• Create a "Healthy Austin" program.
SOC Action-4	Partner with healthcare providers to identify areas with limited access to adequate health services and develop regulations and policies to promote the clustering of medical facilities (i.e., clinics, and trauma and specialty care) in these areas.	Coordination, Programmatic	• Create a "Healthy Austin" program. • Change Austin's development regulations and processes to promote a compact and connected city.
SOC Action-5	Increase public awareness of social services programs and healthcare options through the use of such devices as dedicated healthcare information lines, non-verbal flashcards, mobile preventative care vans, etc., to increase access to social resources, specifically: -Mental Health -Substance Abuse -HIV care -Homeless/basic needs -Prenatal education	Programmatic	• Create a "Healthy Austin" program.

Society / Building Block 6			
Label	**Actions**	**Action Type**	**Priority Program(s)**
	-Child development -Adult basic education & literacy		
SOC Action-6	Partner with healthcare providers such as hospitals and clinics in the region to develop and implement strategies to increase the affordability and access to healthcare, including: -offering incentives to increase the number of providers -building more clinics -offering a path to practice for licensed professionals from other countries -developing educational programs -affordable health coverage programs for small business	Coordination, Programmatic	• Create a "Healthy Austin" program.
SOC Action-X	Address the high incidence of teenage pregnancy by creating and expanding partnerships with area school districts, nonprofit organizations, and healthcare providers to develop a comprehensive education and outreach program to reduce the number of teenage mothers, to expand access to social and health care services for teenage mothers and their children, and to increase educational and vocational opportunities for the mothers.	Coordination, Programmatic	• Create a "Healthy Austin" program.
SOC Action-7	Develop standard procedures for partnering with neighborhood and community groups, school districts, and citizens to share responsibility for development, rehab, upkeep, and programming public facilities.	Coordination, Programmatic	• Create a "Healthy Austin" program.
SOC Action-8	Make healthy and local foods accessible, particularly in underserved areas by removing barriers and providing incentives for the establishment of sustainable community gardens, urban farms, neighborhood grocery stores, farmers markets, and farm stands and mobile vegetable sales carts.	Programmatic, Coordination	• Create a "Healthy Austin" program. • Change Austin's development regulations and processes to promote a compact and connected city.
SOC Action-9	Facilitate a strong and sustainable local food system by linking farmers, distributors, and markets and create programs and partnerships to ensure profitable local food enterprises throughout all five food sectors—production, processing, distribution, consumption, and waste recovery.	Programmatic, Coordination	• Create a "Healthy Austin" program.
SOC Action-10	Develop partnerships with public and private stakeholders to promote awareness and educate residents about healthy food choices, sources, and preparation, including keeping up-to-date and accessible data on community garden plot availability, cooking classes, and city and county property for neighborhood gardens and family farms, and the sale of sustainably produced and culturally appropriate food at farmers markets, farm stands, mobile vegetable carts, and at neighborhood grocery stores.	Programmatic, Coordination	• Create a "Healthy Austin" program.

Society / Building Block 6			
Label	Actions	Action Type	Priority Program(s)
SOC Action-11	Reduce obesity and other diet-related diseases by establishing local fresh food initiatives in institutions such as schools, colleges, universities, hospitals, nursing homes, city and county departments and facilities and by implementing and encouraging purchasing policies that support local and sustainable foods.	Programmatic, Coordination	• Create a "Healthy Austin" program.
SOC Action-12	Remove regulatory barriers and provide incentives to improve and rebuild local food production, processing and distribution systems appropriate to the local context.	Programmatic, Coordination	• Create a "Healthy Austin" program. • Change Austin's development regulations and processes to promote a compact and connected city.
SOC Action-13	Increase the ethnic and racial diversity and bilingual and multilingual abilities of law enforcement and other first responders and healthcare staff, and increase opportunities for city staff to learn languages other than English.	Programmatic	•
SOC Action-14	Continue and expand the reverse 911 to inform residents of public safety emergencies.	Programmatic	•
SOC Action-15	Increase safety patrols in gathering spaces and along pedestrian routes--trails, walking paths, school tracks.	Programmatic	•
SOC Action-16	Publish and publicize a list of emergency contacts to develop closer relationships between public safety personnel and the community.	Programmatic	•
SOC Action-17	Extend the assignments of public safety professionals in a given geographic area in order to build stronger community relationships.	Programmatic	•
SOC Action-18	Support the development of a community-wide electronic health information system.	Programmatic	• Create a "Healthy Austin" program.
SOC Action-19	Expand collaboration among law enforcement personnel and service providers of marginalized populations.	Programmatic	•
SOC Action-20	Maintain and expand city programs that promote the safety, prosperity, and integration of immigrants and refugees and their families.	Programmatic	•
SOC Action-21	Develop the capacity of geographically-based communities of interest (i.e., neighborhood associations, community organizations, schools) to take ownership of their areas and share information and best practices with one another to	Programmatic, Coordination	•

Society / Building Block 6			
Label	**Actions**	**Action Type**	**Priority Program(s)**
	achieve shared goals.		
SOC Action-22	Expand access to free wi-fi across Austin in indoor and outdoor public spaces.	Programmatic	•
SOC Action-23	Develop informational materials and programs to promote the culture and history of Austin's diverse neighborhoods.	Programmatic	•
SOC Action-24	Reduce homelessness in the City of Austin by: - Expanding the recuperative care program for the homeless; - Incorporating recommendations of the current homeless and mental health task forces; - Reducing regulatory barriers to the development of housing for the homeless.	Programmatic, Regulation	• Develop and maintain affordable housing throughout Austin.
SOC Action-25	Coordinate between all the organizations providing services to the homeless community to maximize the efficacy of limited resources.	Coordination	•
SOC Action-26	Promote the development of housing opportunities that support persons transitioning from homelessness and other barriers to housing stability.	Programmatic	• Develop and maintain affordable housing throughout Austin.
SOC Action-27	Support social services that provide financial support to families who are losing their homes and encourage public/private partnerships that create and implement solutions to this issue.	Programmatic, Coordination	• Develop and maintain affordable housing throughout Austin.
SOC Action-28	Locate supportive housing (i.e., housing with supportive services such as financial counseling, medical facilities, and child care) for families with children in areas of the city with under-enrolled schools.	Programmatic	• Develop and maintain affordable housing throughout Austin.
SOC Action-29	Investigate the feasibility of creating a program of city-owned housing, including but not limited to, cooperative, affordable and permanent supportive housing.	Analysis	• Develop and maintain affordable housing throughout Austin.
SOC Action-30	Regulate the geographic distribution and operation of group homes for the disabled, homeless, and other individuals needing supportive housing.	Programmatic	• Develop and maintain affordable housing throughout Austin.
SOC Action-31	Expand mentoring and tutoring programs to help school-aged children improve their academic performance and develop essential life skills.	Programmatic	• Continue to grow Austin's economy by investing in our workforce and education system.

Society / Building Block 6			
Label	Actions	Action Type	Priority Program(s)
SOC Action-32	Work with educational and business partners to expand the availability of early childhood education and daycare services and programs for all residents, especially for middle and low income households and for those with children with disabilities, and fund through a modest fee or sliding-fee structure.	Programmatic	• Continue to grow Austin's economy by investing in our workforce and education system.
SOC Action-33	Collaborate with school districts to allow public and private sector use of underutilized schools and other public facilities for child care, educational programs, healthy living programs, and neighborhood activities.	Coordination, Programmatic	• Continue to grow Austin's economy by investing in our workforce and education system. • Create a "Healthy Austin" program.
SOC Action-34	Work with child care providers, school districts, local businesses, and non-profits to make widely available throughout Austin and its extraterritorial jurisdiction (ETJ) affordable and accessible child care, early education, preschool, afterschool, and summer programs.	Coordination, Programmatic	• Continue to grow Austin's economy by investing in our workforce and education system.
SOC Action-35	Partner with businesses to offer incentives to childcare, early education and preschool programs that locate in underserved areas and near employment centers.	Incentives, Coordination	• Continue to grow Austin's economy by investing in our workforce and education system.
SOC Action-36	Explore funding opportunities to offer financial assistance or scholarships to low and moderate income families for early childhood education and childcare.	Programmatic	• Continue to grow Austin's economy by investing in our workforce and education system.
SOC Action-37	Create opportunities for public-private partnerships to increase direct involvement by city departments, such as Parks & Recreation, in childcare and afterschool programming.	Coordination, Programmatic	• Continue to grow Austin's economy by investing in our workforce and education system.
SOC Action-38	Partner with local school districts, colleges, universities, and vocational schools to expand the availability of evening and weekend continuing education and higher education classes.	Coordination, Programmatic	• Continue to grow Austin's economy by investing in our workforce and education system.
SOC Action-39	Develop a youth student leadership program that involves students in community planning and implementation.	Programmatic	• Continue to grow Austin's economy by investing in our workforce and education system.
SOC	Collaborate with educational and business partners in	Coordination,	• Continue to grow

	Society / Building Block 6		
Label	**Actions**	**Action Type**	**Priority Program(s)**
Action-40	developing a comprehensive education program for all ages that focuses on the range of skills (i.e., literacy, interpersonal skills, and vocational skills) needed to for gainful employment.	Programmatic	Austin's economy by investing in our workforce and education system.
SOC Action-41	Develop programs to aid children transitioning out of the foster care system.	Programmatic	•
SOC Action-42	Make programs available for children and adult immigrants regardless of their legal status.	Programmatic	•
SOC Action-43	Collaborate with educational and business partners in expanding educational opportunities to meet the needs of current and emerging industries, the safety needs of the public sector, as well as those of the skilled trades.	Coordination, Programmatic	• Continue to grow Austin's economy by investing in our workforce and education system.
SOC Action-44	Partner with the University of Texas Department of Diversity and Community Involvement and the UT Department of Education when designing community based education programs.	Coordination, Programmatic	• Continue to grow Austin's economy by investing in our workforce and education system.
SOC Action-45	Explore leasing and cost-sharing agreements between the Austin Independent School District and the City of Austin to facilitate under-capacity schools and under-funded programs to remain open and in operation.	Coordination, Programmatic	• Continue to grow Austin's economy by investing in our workforce and education system.
SOC Action-46	Create the capacity within the City of Austin to partner with school districts, community organizations, and the private sector to increase collaboration at school campuses.	Coordination, Programmatic	• Continue to grow Austin's economy by investing in our workforce and education system.
SOC Action-47	Develop seamless, coordinated relationships between school districts, community colleges, other higher education institutions, to integrate and minimize lack of funding for better educational community opportunities.	Coordination	• Continue to grow Austin's economy by investing in our workforce and education system.
SOC Action-48	Support better integration of education from pre-kindergarten through higher education.	Coordination	• Continue to grow Austin's economy by investing in our workforce and education system.
SOC Action-49	Develop educational and public information programs focusing on promoting nutrition, healthy food, and local food sources.	Programmatic	• Create a "Healthy Austin" program.

Society / Building Block 6			
Label	**Actions**	**Action Type**	**Priority Program(s)**
SOC Action-50	Work with local school districts to use locally-grown produce and increase the quality and nutritional value of food served to school aged young people.	Coordination, Programmatic	• Create a "Healthy Austin" program.
SOC Action-51	Work with local health providers to develop educational materials and programs for use in schools and the community about the dangers of tobacco use and promote available cessation resources.	Coordination, Programmatic	• Create a "Healthy Austin" program.
SOC Action-52	Promote tobacco free multifamily housing which share common walls, such as apartments, duplexes, townhouses, rowhouses, and condominiums.	Programmatic	• Create a "Healthy Austin" program.
SOC Action-53	Promote tobacco-free environments and tobacco-free living.	Programmatic	• Create a "Healthy Austin" program.
SOC Action-54	Create more opportunities for outdoor play, recreational activities, healthy eating, and other activities and programs that address obesity.	Programmatic	• Create a "Healthy Austin" program.

Creativity / Building Block 7			
Label	**Actions**	**Action Type**	**Priority Program(s)**
CRE Action-1	Create a City of Austin function to oversee all arts, creative and heritage programs, such as: - identifying funding sources for the arts - promoting the economic impact of arts and creativity - publicizing best practice success stories - developing an advertising program and a website to promote local talent - creating an annual awards program for local artists - developing a branding campaign for arts and creativity in Austin - developing a mapping and wayfinding system for arts, creative, cultural, and historic resources - developing an arts exchange program to market local artists regionally, nationally, and internationally - developing impromptu and non-traditional venues for art exhibits and installations and performances - facilitating the inclusion of public art.	Programmatic, Analysis	• Grow and invest in Austin's creative economy.
CRE Action-2	Incorporate the arts and cultural preservation themes and elements into small area plans, such as neighborhood and corridor plans.	Programmatic	• Grow and invest in Austin's creative economy.
CRE Action-3	Create incentives, and programs to promote the inclusion of public art into new development.	Incentives, Programmatic	• Grow and invest in Austin's creative economy.

CRE Action-4	Cultivate cultural and heritage education and tourism by marketing and promoting Austin's museums, libraries, historic sites and venues, and providing education and training to frontline tourism workers.	Programmatic	• Grow and invest in Austin's creative economy.
CRE Action-5	Promote the use of non-traditional venues (such as parks, schools, streets and vacant buildings) for impromptu and small scale performances and events, such as jugglers, dancers, mimes, actors, storytellers, poets, and performance artists.	Programmatic	• Grow and invest in Austin's creative economy.
CRE Action-6	Collaborate with sponsoring organizations, sponsors, and transportation companies to develop special event transportation plans to mitigate traffic congestion associated with these events.	Coordination, Programmatic	• Grow and invest in Austin's creative economy.
CRE Action-7	Promote the development and expansion of arts space, facilities and programming, including libraries, museums, parks, performing art venues and community centers by identifying existing facilities and conducting a needs assessment.	Programmatic, Analysis	• Grow and invest in Austin's creative economy.
CRE Action-8	Develop programs to promote Austin's diverse cultural heritage: -Cultural events and venues -A city-wide multi-cultural festival -Culture-based tourism -Educational materials	Programmatic	• Grow and invest in Austin's creative economy.
CRE Action-9	Develop and invest in intergenerational art education partnerships and programming between schools, artists, and arts organizations, libraries, neighborhood associations, and senior programs to provide life-long exposure to the arts.	Coordination, Programmatic	• Grow and invest in Austin's creative economy.
CRE Action-10	Develop regulations to mitigate the sound from live music venues through a collaborative process that includes the City of Austin, musicians, venue operators, property owners, and residents.	Regulation, Coordination	• Grow and invest in Austin's creative economy.
CRE Action-11	Create incentives and programs to preserve iconic and established music venues and performance spaces throughout Austin and its extraterritorial jurisdiction (ETJ).	Incentives, Programmatic	• Grow and invest in Austin's creative economy.
CRE Action-12	Increase funding sources (grants, private and public funding programs) and non-financial support (business recruitment, business expansion and retention, workforce development) to sustain and expand the creative industry sector.	Programmatic, Coordination	• Grow and invest in Austin's creative economy.
CRE Action-13	Establish incentives and regulations to promote the creation of artists' live/work space in residential areas that allow for limited gallery space.	Regulation & Incentives	• Grow and invest in Austin's creative economy. • Develop and maintain affordable housing throughout Austin.

CRE Action-14	Develop programs and incentives to provide flexible, affordable work space and housing throughout Austin with an emphasis placed on locations well-served by transit, Downtown, and mixed use centers and corridors for entrepreneurs, small and local businesses, artists, and creative professionals to address live-work space, home-based businesses, and temporary lease agreements in multi-use venues such as schools, vacant buildings, and warehouses.	Programmatic, Incentives	• Change Austin's development regulations and processes to promote a compact and connected city. • Invest in transportation and other improvements to create a compact and connected Austin. • Grow and invest in Austin's creative economy. • Develop and maintain affordable housing throughout Austin.
CRE Action-15	Create programs and incentives and develop partnerships between the City of Austin, artists and members of the creative community, businesses, developers, and arts education institutions to provide more public and private exhibition space for local artists, students' exhibitions, and cultural events at such places as parks, public buildings, plazas, office and commercial buildings, as well as vacant buildings.	Programmatic, Incentives	• Grow and invest in Austin's creative economy.
CRE Action-16	Support programs to engage the business development community to assist creative economy start-ups and to develop business and management skills.	Programmatic	• Grow and invest in Austin's creative economy. • Continue to grow Austin's economy by investing in our workforce and education system.
CRE Action-17	Expand existing programs and identify funding sources to provide affordable physical and mental health care, housing and other support services for artists, musicians and others in the creative community.	Programmatic	• Grow and invest in Austin's creative economy. • Create a "Healthy Austin" program.
CRE Action-18	Coordinate with the different creative industry job sectors and area school districts, trade and vocational schools, colleges, and universities to develop and expand educational curricula to support the creative industries.	Coordination, Programmatic	• Continue to grow Austin's economy by investing in our workforce and education system. • Grow and invest in Austin's creative economy.
CRE Action-19	Facilitate partnerships to connect artists with artist residency opportunities to provide workforce support for the creative community.	Coordination, Programmatic	• Grow and invest in Austin's creative economy.

				• Continue to grow Austin's economy by investing in our workforce and education system.
CRE Action-20	Create incentives and develop funding mechanisms and regulations to promote the rehabilitation, reuse, and maintenance of historically designated properties: -Grants -Tax incentives -Flexible building requirements -Revolving loan sources -Fee waivers -Fast-track permitting	Regulation & Incentives, Programmatic	•
CRE Action-21	Conduct ongoing updates to the historic and cultural resource survey and inventory to include iconic heritage trees, sites, structures, and districts.	Analysis	•
CRE Action-22	Develop and implement straightforward and transparent preservation strategies, guidelines, and regulations for historic areas, sites and structures, and cultural resources that preserves Austin's heritage, while being respectful of the local character, community values, and of the desires of property owners.	Programmatic	•
CRE Action-23	Develop a program that acknowledges and rewards notable contemporary and historic architecture, landscape architecture, and urban design: - create an annual award for excellence in design - sponsor a design studio - develop a mapping and wayfinding system	Programmatic	•

Figure 2.1: Austin in 2011

Transportation
- Highway
- Other Streets
- High Capacity Transit
- Existing Rail

Boundaries
- City Limits
- ETJ
- County Boundaries

Fig. 2.1 – The Planning Area in 2011: City and ETJ Boundaries
The geographic scope of the Imagine Austin Comprehensive Plan is Austin's current city limits and its extraterritorial jurisdiction (ETJ), mostly located in Travis County but also encompassing parts of Bastrop, Hays, and Williamson Counties. The extraterritorial jurisdiction is the unincorporated land within five miles of Austin's boundary that is not within the city limits or ETJ extraterritorial jurisdiction of another city. It is the territory where Austin alone is authorized to annex land.

M- 1

Figure 2.2: Full-purpose annexation by decade

City Limits in 1959

Decade Annexed
- 1960s
- 1970s
- 1980s
- 1990s
- 2000s
- 2010s

Transportation
- Highways
- Roadways
- High Capacity Transit
- Existing Rail

Boundaries
- Austin Extraterritorial Jurisdiction
- County Boundaries
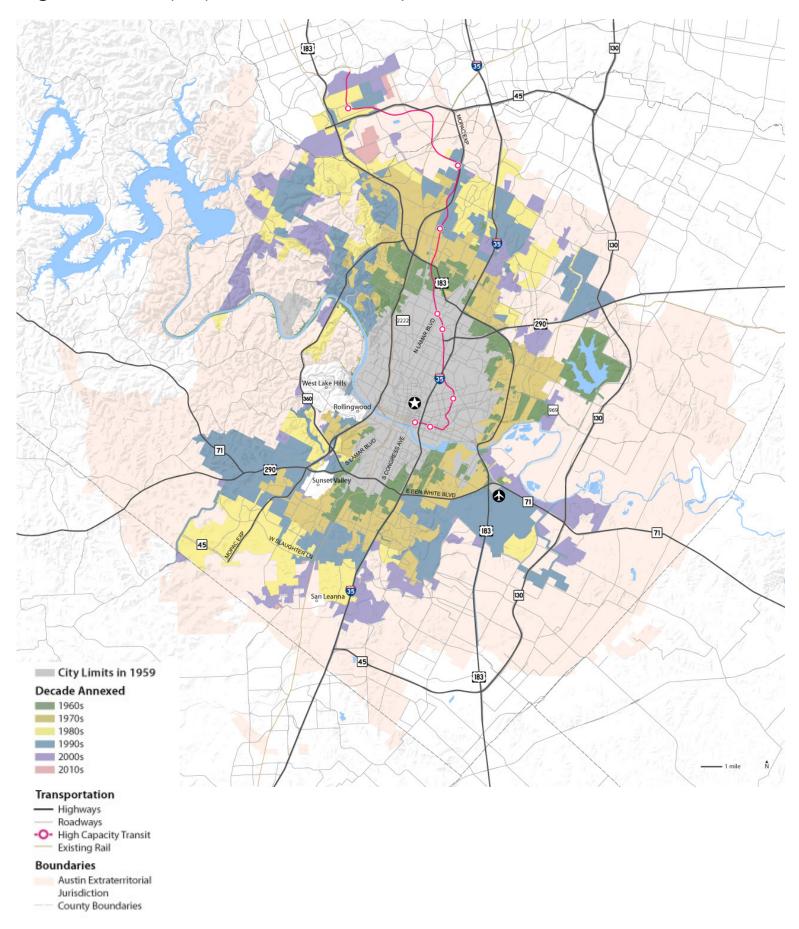
Figure 2.3: Change in population under 18 (2000—2010)

Travis County Population Change (18 and younger)

- Declined 300 or more
- -299 to -100
- -99 to -1
- 0 to 99
- 100 to 299
- 300 to 499
- Gained 500 or more

Transportation
- Highway
- Other Streets
- High Capacity Transit
- Existing Rail

Boundaries
- County Boundaries
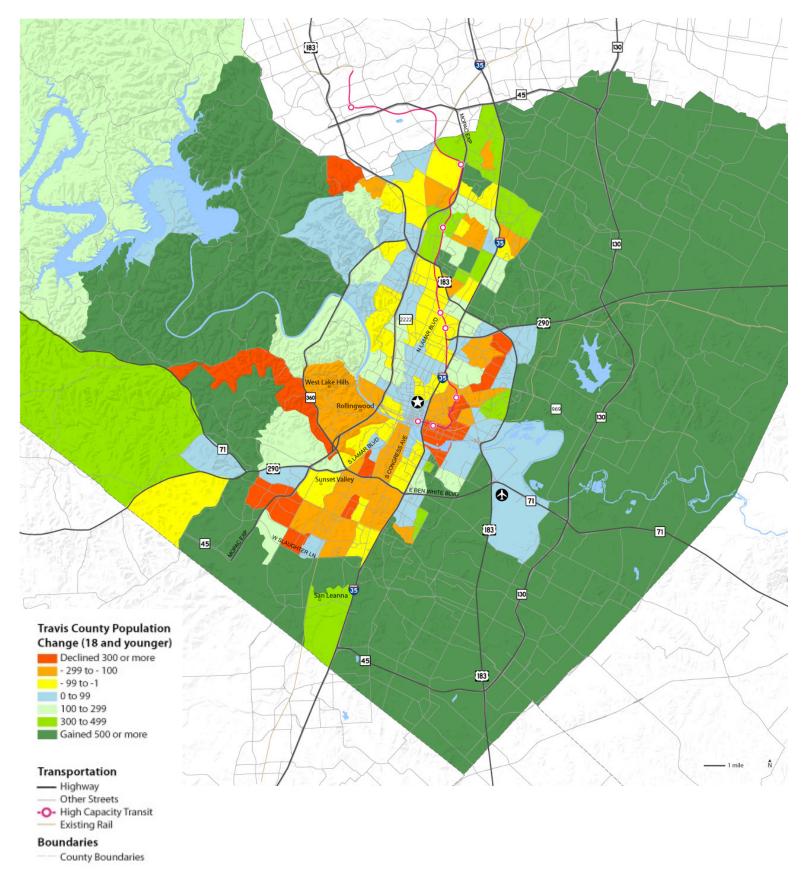
Figure 2.4: Austin Tomorrow Map (1979—2008)

Austin Tomorrow Growth Areas
- Priority Area I
- Priority Area II
- Priority Area III
- Area IV
- Area V

Transportation
- Highway
- Other Streets
- High Capacity Transit
- Existing Rail

Boundaries
- Current ETJ /Planning Area
- County Boundaries

Fig. 2.4 – Austin Tomorrow Map (1979—2008)
The 1979 Austin Tomorrow Comprehensive Plan identified five priority growth areas numbered I through V. Priority Growth Areas I and II were identified as the primary locations for new and redevelopment. Priority Growth Area III was identified as the area for Austin's future expansion needs. Priority Area IV was identified as environmentally sensitive but also where State and local commitments for roads and utilities had been made. Priority Area V was identified as the least suitable location for development.

Figure 2.5: Existing land uses (2010)

Existing Land Use (2010)

- Single Family
- Mobile Homes
- Large-Lot Single Family
- Multi-family Residential
- Mixed Use
- Commercial
- Office
- Civic
- Open Space
- Industrial
- Resource Extraction
- Transportation
- Utilities
- Undeveloped
- Water

Transportation

- Highway
- Other Streets
- High Capacity Transit
- Existing Rail

Boundaries

- City Limits
- ETJ
- County Boundaries

1 mile

M- 5

Figure 2.6: Surrounding jurisdictions

Figure 2.7: Texas Triangle

Fig. 2.7 – Austin's Location within the Region

Legend:
- Austin City Limits
- Census Urbanized Areas
- CAMPO Region
- CAPCOG Region
- County Boundaries
- Interstates
- Major Roadways

The comprehensive plan includes a regional component developed through coordination with surrounding county and municipal jurisdictions, the Capital Area Metropolitan Planning Organization [CAMPO], and the Capital Area Council of Governments [CAPCOG]. For the purposes of the issues identified in this section, the "region" includes Travis, Hays, Caldwell, Williamson, and Bastrop counties, except where noted otherwise. Many of these issues are extensions of those affecting Austin, especially at the edges of our corporate boundary and in the extraterritorial jurisdiction.

Figure 4.1: Environmental Resources

Environmental Resources
- Prairie Preserves
- Parks
- Other Open Space
- Floodplain

Transportation
- Highway
- Other Streets
- High Capacity Transit
- Existing Rail

Boundaries
- City Limits
- ETJ
- County Boundaries

1 mile

Figure 4.2: Bicycle and pedestrian networks

Potential Urban Trails

- Shoal Creek/ West Bouldin Creek
- Violet Crown Trail
- Loop 360
- MetroRail-S Pleasant Valley
- Gilleland-Onion-Williamson Creek
- Walnut Creek-LAB
- Mokan-Dessau
- Bull Creek-2222-Manor
- Lower Colorado
- Other Urban Trails

Transportation

- Highways
- Streets
- High Capacity Rail
- Existing Rail

Other

- City Limits
- ETJ
- County Boundaries

Centers / Key Pedestrian and Cyclist Areas

- Regional Center
- Town Center
- Neighborhood Center
- Job Center
- Activity Corridor

1 mile N

M- 9

Figure 4.3: Transit networks

Transit

○ High Capacity Transit Stop

⊙ Proposed High Capacity Transit Stop

— Existing Red Line

— Commuter Rail

— Urban Rail

— Regional Rail

— High Capacity Bus (BRT)

Roadways

— Highway

— Other Streets

Boundaries

City Limits

ETJ

County Boundaries

Centers / Key Pedestrian and Cyclist Areas

Regional Center

Town Center

Neighborhood Center

Job Center

Activity Corridor

1 mile

N

M- 10

Figure 4.4: Roadway networks

Roadway Projects
— New Highway
— Expanded Highway
— New Arterial
— Expanded Arterial
⋯ Express Lane

Transportation
— Highway
— Other Streets
-●- High Capacity Transit
— Existing Rail

Boundaries
▨ City Limits
▨ ETJ
— County Boundaries

Centers
● Regional Center
● Town Center
● Neighborhood Center
● Job Center
▬ Activity Corridors

1 mile

N

Figure 4.5: Growth Concept Map

Land Use

- ● Regional Center
- ● Town Center
- ● Neighborhood Center
- ▬ Activity Corridor
- ● Job Center
- ▉ Current Open Space
- ▉ Future Open Space
- ○ Redevelopment over Edwards Aquifer
- ▉ Barton Springs Contributing Zone
- ▉ Barton Springs Recharge Zone
- • College / University

Transportation

- ○ High Capacity Transit Stop
- ○ Proposed High Capacity Transit Stop
- ▬ High Capacity Transit
- ▬ Highway
- ▬ Other Streets

Boundaries

- ▉ City Limits
- ▉ ETJ
- ▬ County Boundaries

Downtown Regional Center and Neighborhood Planning Areas

1 mile

Figure 4.6: Combined Future Land Use Map

Future Land Use
- Agriculture
- Recreation & Open Space
- Environmental Conservation
- Civic
- Neighborhood Mixed Use
- Mixed Use
- Mixed Use/Office
- High Density Mixed Use
- Major Planned Development
- Specific Regulating District
- Rural Residential
- Single Family
- Mobile Homes
- Higher-Density Single Family
- Mixed Residential
- Multi-Family
- Warehouse/Limited Office
- Industry
- Major Impact Facilities
- Neighborhood Commercial
- Commercial
- Office
- Transportation
- Utilities

Transportation
- Highway
- Other Streets
- High Capacity Transit
- Existing Rail

Boundaries
- City Limits
- ETJ
- County Boundaries

Figure 4.7: Historic resources

Historic Resources

- Historic Landmarks
  Historic Districts (to be completed)

Other

— Highway
— Other Streets
— High Capacity Transit
City Limits
ETJ
— — County Boundaries

1 mile

N

Figure 4.8: Species habitat

Environmental Resources

- 🔴 Barton Springs/ Blind Salamander
- 🟪 Jollyville Plateau Salamander Drainage Area
- 🟨 Endangered Bird Habitat Areas
- 🟩 Prairie Preserves
- 🟥 Waterfowl Habitat

Transportation

- —— Highway
- —— Other Streets
- -○- High Capacity Transit
- —— Existing Rail

Boundaries

- City Limits
- ETJ
- County Boundaries

1 mile

N

M- 15

Figure 4.9: Tree canopy

Environmental Resources
- Tree Canopy
- Potential Woodlands
- Prairie Preserves

Transportation
- Highway
- Other Streets
- High Capacity Transit
- Existing Rail

Boundaries
- City Limits
- ETJ
- County Boundaries

1 mile

M- 16

Figure 4.10: Agricultural resources

Agricultural Resources
- Agricultural Land
- USDA Prime Farmland

Other
- Highway
- Other Streets
- High Capacity Transit
- City Limits
- ETJ
- County Boundaries

1 mile

Figure 4.11: Walkable parkland

Walkable Access to Parks

- Parkland Properties
- Developed Parkland Buffers

Transportation

- Highways
- Roadways
- High Capacity Transit
- Existing Rail

Boundaries

- Austin Extraterritorial Jurisdiction
- County Boundaries

1 mile

Transportation
- Highway
- Other Streets
- High Capacity Transit
- Existing Rail

Boundaries
- City Limits
- ETJ
- County Boundaries

1 mile

N

Imagine Austin: Implementation Research
"How do other cities implement their comprehensive plans?"

CITY OF DALLAS, TEXAS	
Contact	Peer Chacko, Assistant Director, Sustainable Development and Construction (long range planning including transportation)
Do you have a Comprehensive Plan implementation program?	Forward Dallas does not have a specific comprehensive plan implementation program. The adopted plan includes an implementation segment that identifies priorities and program initiatives. Small Area Plans, Complete Streets and Form Based Codes initiatives have been successfully implemented. Initially, developers were using Forward Dallas as an impetuous to develop a rationale for projects.
A conformance review process?	Forward Dallas is used in the review of current zoning cases. The 2006 Bond Program was aligned with Forward Dallas priorities. As well, an Economic Development plan and the Strategic Engagement plan were integrated with Forward Dallas. Forward Dallas did not set consistency requirements. Future land use/development map is abstract, setting the vision with geographic priorities and actions. Staff review provides the opportunity to have defined dialogue about case sensitivities. The plan is a framework for detailed dialogue.
Do you monitor and maintain the plan?	
Are you guided by Legislation / Charter / Law?	Yes, the Dallas City Charter has a provision for comprehensive planning; however, for many years the city attorney interpreted maintaining and updating the zoning map as a comprehensive plan. Forward Dallas, 2006, is the first comprehensive plan to be adopted. [there was no mention of the charter guiding comprehensive plan implementation].
What other City departments and outside organizations are involved in implementation?	Implementation of small area plans has been effective due to Public/Private Partnerships. For example, a partnership between Downtown Dallas, Inc. and the city and extensive involvement of private stakeholders was necessary to move projects forward. Other groups involved include: non-profit organizations, the Council of Governments and private developers. Council and PC are involved at the end, when a draft is developed for them to react to. This is done by design to keep CC and PC at a higher level.
Describe the broader community's organization for plan implementation.	The community at large is organized and involved in implementation. They use their own means to organize themselves, not the planning priorities or planning framework. Dallas has a politically divided public with groups that are aggressive in attempts to move things forward. The City cannot move as quickly. Some council members aligned with certain priorities will take the opportunity to move those forward, but the regulatory processes bring challenges to efficiency and the council is not unanimous.
Do you use metrics?	
Notes	

Imagine Austin: Implementation Research
"How do other cities implement their comprehensive plans?"

CITY OF KANSAS CITY, MISSOURI	
Contact	Jade Liska, Division Manager, Citywide Planning
Do you have a Comprehensive Plan implementation program?	Kansas City has a Comp Plan called FOCUS (Forging Our Comprehensive Urban Strategies). Liska said KS "does not use it (the comp plan) to the full ability to implement (with capital improvements $) due to fragmented ownership by past council members or City Managers." Kansas City has completed 9 of 18 mini "Focus" Area Plans in lieu of a comp plan implementation, which they are dedicating funding to implement.
A conformance review process?	The Implementation Team of each Area Plan submits project requests that are reviewed against the goals of each Area Plan. Staff has begun to work with dept directors to understand that the Area Plans are to be used as the first reference for yearly capital project requests.
Do you monitor and maintain the plan?	Staff is organizing implementation committees to work on implementing each of the 18 Area Plans. The Steering Committees that took part in an area plan process for each 18 area plans, gets narrowed down and become an Implementation Committee.
Are you guided by Legislation / Charter / Law?	Missouri is required to have some form of planning/comprehensive document in order for each city to apply for grants and legislative activities. While it doesn't say it is mandatory, it states land use and other planning principals must be planned for, in order to have cities engaging in planning and legislative activities.
What other City departments and outside organizations are involved in implementation?	Capital Projects Office takes on the submittals for projects each year in Kansas City, called PIAC (Public Improvement Advisory Committee) from the Area Plan Implementation Committee and they get projects from all around the city and they have to prioritize these projects and fund
Describe the broader community's organization for plan implementation.	Each plan area has been instrumental in making their own Area Plan. The Kansas City Capital Projects Office takes on the submittals for projects each year and has to prioritize these projects. Staff has begun to work with dept directors to understand that the Area Plans are to be used as the first reference for yearly capital project requests. Planning staff is also educating all city depts that these Area Plans are City Plans, not planning dept plans.
Do you use metrics?	No
Notes	Began writing 18 Area Plans for the City in 2006. Each one of these 18 Area Plans is actually a Comprehensive Plan for most Cities. They are half way done, with council approval on 9 plans, with 2 more in the works and 2 more ready for RFP's. We hope this is a 10 year cycle for these 18 planning documents, so we can revisit them in this timeframe.

Imagine Austin: Implementation Research
"How do other cities implement their comprehensive plans?"

CITY OF MADISON, WISCONSIN	
Contact	Michael Waidelch, Principal Planner, Dept of Planning and Community and Economic Development
Do you have a Comprehensive Plan implementation program?	No formal implementation program but staff is working with other depts to implement the comp plan. Staff is just now conducting its 5 year review and update of comp plan, which was adopted in 2007. Actions considered during capital improvements discussions but not a formal process.
A conformance review process?	Only land use decisions are reviewed for compliance to the Comprehensive Plan.
Do you monitor and maintain the plan?	Comp Plan is mostly reviewed and considered by staff when making land use decisions and deciding where to expand park and recreation facilities. Its been suggested that we review the comp plan every year but this has not been done
Are you guided by Legislation / Charter / Law?	Not required
What other City departments and outside organizations are involved in implementation?	Park Program is guided by the Comp Plan
Describe the broader community's organization for plan implementation.	City staff have just undertaken the first 5 year review of Madison Comp Plan (their comp plan adopted in 2007). Track 1 - Staff is checking for errors in the plan; Track 2 - Accept plan amendments. Developers submitted 9 amendments and have been trying to change mixed use to general commercial. Not a lot of interest in Mixed Use Projects. Public is invited to attend Planning Commission and City Council meetings to offer comments but are not organized to implement the Comp Plan.
Do you use metrics?	Not applicable. What is important to them is the narrative of the comprehensive plan discussing the issues, not metrics.
Notes	Review comp plan every 5 years. Track 1 - 1 or 2 planning commission meetings to consider errors in the plan. Track 2 - accept comp plan amendments. Push by developers to get rid of mixed use and replace with general commercial projects

Imagine Austin: Implementation Research
"How do other cities implement their comprehensive plans?"

CITY OF MINNEAPOLIS, MINNESOTA	
Contact	Haila R. Maze, AICP City of Minneapolis, Department of Community Planning and Economic Development (CPED) – Planning Division
Do you have a Comprehensive Plan implementation program?	Not one specific program, but yes – there is a general process for doing this. We have supported the development of small area plans where needed at key locations as indicated in the comprehensive plan – all of which are required to be consistent with the comprehensive plan. Decisions through the various funding mechanisms the city has to encourage redevelopment all must be determined to be consistent as well.
A conformance review process?	Yes. Determining conformance with the comprehensive plan is a required step in all land use decisions regarding new development, buying or selling of land by the city, review of major capital investments, and other major decisions. Generally this is incorporated as an interim step in the larger process and involves either Planning Commission action or an administrative decision by staff, depending on the situation.
Do you monitor and maintain the plan?	Not as thoroughly as we would like. The plan is updated on a cycle dictated by the regional government in our area, and plans are required to be consistent with the overall regional comprehensive plan. We periodically review and amend the plan, but again it must be reviewed by the regional government. However, our general reporting of outcomes by quarter and annually does reflect progress towards various comprehensive plan outcomes (e.g. growing the city, supporting TOD, etc.)
Are you guided by Legislation / Charter / Law?	Yes. We are required under state law to have a comprehensive plan, as city in the Twin Cities metro. The regional governance structure, the Metropolitan Council, is likewise given review and approval authority over our comprehensive plan to ensure it is consistent with regional plans.
What other City departments and outside organizations are involved in implementation?	All of our city departments are charged with acting in conformance with the comprehensive plan. CPED and Public Works are probably the two most directly affected, though all others are referenced in some way. The park board, a separate entity in our city, implements the parks section. More indirectly, there are some implications for county (e.g. libraries, some roads), the school district, and others – although they are not as directly required to conform with our plan.
Describe the broader community's organization for plan implementation.	Some of the planning work done in the city is conducted at the neighborhood level. Likewise, we have an active citizenry that is regularly engaged in public processes around a variety of decisions. Though they are certainly an important component of the process, I don't think there is a specific charge that is strictly left in the hands of the general public to implement – rather, city staff works with them in a variety of ways to do so.
Do you use metrics?	We do not have a set of metrics specifically tied to the comprehensive plan. However we do measure progress for a variety of reasons. The metrics use follow our various business lines, in terms of number of projects reviewed and approved, etc.
Notes	

- 4 -

CITY OF PHILADELPHIA, PENNSYLVANIA	
Contact	Alan S. Urek, AICP, Director, Strategic Planning & Policy Division, Philadelphia City Planning Commission
Do you have a Comprehensive Plan implementation program?	Yes. Moving from city wide vision (comp plan) down to our 18 district plans is an example of the pro-active implementation. Also, running concurrently with the comp plan effort was a reform of the zoning code. The outcomes of the district plans will influence the land use and zoning plans. Important proactive changes…As each district plan happens there will be a zoning remapping process that follows.
A conformance review process?	Most of the PC agenda items are zoning approvals for projects that need variances. If a project comes along and asks for more density, they evaluate the project based on the goals of the comp plan. Planning Commission prepares a capital program for the city. In recent years this has been a collaborative effort between planning and budget office. This year Planning Commission staff introduced the comp plan and used this as a tool to make decisions on capital investments.
Do you monitor and maintain the plan?	They are now setting up a database of all comp plan objectives and gathering base line data for these objectives. By September they hope to be able to issue an annual report saying how the citywide vision has been successful. The database/metrics are modeled after the Mayor's Office of Sustainability's Greenworks Plan. The software they are using is called "Sales Force" (salesforce.com). This is an online database system used by the Mayor's office and they are going to build on what has already been developed.
Are you guided by Legislation / Charter / Law?	No, other than the charter stating that PC prepares and maintains the comprehensive plan. The zoning is much more legal in its basis and there isn't any law that makes the link between the comp plan and zoning, but they are doing this anyway because it seems the right thing to do.
What other City departments and outside organizations are involved in implementation?	Preparing the city wide vision has been a collaborative process between local government, outside sister agencies and also the community. A working group was created with two dozen city departments, each department having a role in the comp plan process preparation. Engaging departments was intended so they would understand the importance of implementation later on. Departments do have their own agenda and sometimes these conflict with the comp plan. Other departments also have shorter perspective or shorter time frames. Comp plan is long range so planners have to keep the long range visionary perspective in front of all the working groups.
Describe the broader community's organization for plan implementation.	Yes, through the Citizens Planning Institute. This outreach effort was designed to educate the public on the comp plan (i.e. how it shapes your community, importance of being involved at the front end, etc.) CPI participants are looked to as ambassadors. As for implementation, CPI graduates are involved in changes to zoning maps.
Do you use metrics?	Yes. (See Monitoring and Maintaining the Plan)
Notes	Background: The home rule charter in Philadelphia appoints PC to lead comp planning – the physical development plan of the city – housing, streets, pub facilities, etc. Because Philly is a city of first class in PA they are not required to meet state planning requirements. By law Philly is exempt, and the plan is limited to advisory so its not as stringent as other cities in PA. The 1960 plan prepared by Ed Bacon was the comp plan until two years ago. Philly didn't have a comp plan, only small area plans and were amendments to the 1960 plan. In 2008 a new mayor re-established the planning presence and authorized/encouraged an update to the comp plan, Philly 2035 is a result of this. Completed last June 2011, the Citywide Vision – a high level city wide document, makes broad recommendations on transportation corridors, neighborhood centers, etc. The vision is now being

Imagine Austin: Implementation Research
"How do other cities implement their comprehensive plans?"

followed by more detailed district plans – 18 districts total. These are being completed every year for the next 4/5 years.

Imagine Austin: Implementation Research
"How do other cities implement their comprehensive plans?"

CITY OF PORTLAND, OREGON	
Contact	Eric Engstrom, Portland Plan Project Manager and Principal Planner, City of Portland, Bureau of Planning and Sustainability
Do you have a Comprehensive Plan implementation program?	Yes. Small Area and Corridor Plans are closely looked at for implementation via conformance review against the Portland Transportation Plan and Portland Comp Plan. Tax deferral and Tax Increment Financing are used heavily to finance comprehensive plan objectives and borrow money to finance improvements, including street improvements and new housing. Urban Renewal Districts are part of Comp Plan and they are used to validate the creation and implementation of Small Area and Corridor Plans.
A conformance review process?	All zoning changes are required to be reviewed against and conform to the comp plan. Direction for major capital investments are led by Comp Plan actions. Transportation projects are the ones most thoroughly evaluated against the Comp Plan, followed to a lesser extent by PARD and SCHOOL DISTRICT issues. The actions to implement the Comp Plan are reviewed and updated every three years by staff but are looked at by city staff on an ongoing basis.
Do you monitor and maintain the plan?	There is a statewide requirement to review all Comp Plans every decade. The mid 90s was the last time Portland undertook the review and update of their comp plan. The City of Portland is now halfway through a four-year program to overhaul their Comp Plan. Economic, Housing and Transportation Issues are the three state mandated categories that must be considered in all Comp Plans
Are you guided by Legislation / Charter / Law?	Yes. State law requires all cities have a Comp Plan Program with specific tools and policies to implement the comp plan
What other City departments and outside organizations are involved in implementation?	The City of Portland Bureau of Transportation, ODOT (Oregon DOT), Metro (Regional Planning Agency that encompasses three counties), which is similar to CAMPO but is an elected body, and the TriMet, are all heavily involved in the implementation of the Comp Plan. TriMet is a regional rail and bus provider that makes long-term transportation capital decisions in the Comp Plan.
Describe the broader community's organization for plan implementation.	In the past, Portland had a strong neighborhood planning process that allowed citizens to put their neighborhood plan ideas into the Comp Plan and get money to implement their plans. However, Portland is now trying to change system to get less involved groups and less place placed organizations involved in implementing Comp Plan projects via public involvement. These non-place based groups include Native American and People of Color organizations. Staff is trying to craft a mechanism so non-place based organization have greater standing in applying and receiving neighborhood grants and participating in more outreach activities.
Do you use metrics?	Portland has not historically used metrics in their Comp Plan but they will put specific metrics in their next Comp Plan update. Metrics are being included in the Portland's new strategic plan called The Portland Plan, which is less "land-use oriented" and focuses on people and service-oriented uses; it is similar to a corporate strategic plan. Metrics will provide a counterweight argument to the nimbyism put forward by the same group of citizens for the last 20 yrs. The PP provides high-level agreements on how to move forward on a variety of strategic planning issues & highlights where consensus has been reached
Notes	Eric's final words. Portland is running out of urban renewal money and is facing a lack of financial resources via the stagnant tax base and growing population. Transportation and property taxes are drying up to fund needed projects in the Comp Plan.

Imagine Austin: Implementation Research
"How do other cities implement their comprehensive plans?"

CITY OF RALEIGH, NORTH CAROLINA	
Contact	Mitchell Silver, Director and Travis Crane, Senior Planner, Dept of City Planning
Do you have a Comprehensive Plan implementation program?	Yes. Also perform conformance review, pro-active implementation, and monitor and maintenance of comp plan
A conformance review process?	Yes. All land use decisions are reviewed against the comprehensive plan. All master and neighborhood plans have to conform to the Raleigh's comprehensive plan.
Do you monitor and maintain the plan?	Yes. Staff is charged with monitoring and maintaining the plan. An action matrix located in the rear of the plan assigns a time frame and responsibility to individual departments.
Are you guided by Legislation / Charter / Law?	The Comp Plan Implementation Program is NOT guided by legislation, city charter or law.
What other City departments and outside organizations are involved in implementation?	Only City Depts and occasionally area school districts are involved in implementing the comp plan actions.
Describe the broader community's organization for plan implementation.	The public is not included in the implementation process.
Do you use metrics?	No
Notes	City Department Directors performance evaluations include how well they try to implement comp plan actions and if they do so in a timely manner. Staff writes an annual 'report out' which is presented to PC and CC to report how many actions have been completed and what actions are next in line to be implemented. Action Matrix is the implementation program template to implement all actions

- 8 -

Participation Plan	**70**
Community Forum Series #1	**5,892**
Community Forum Series #2	**4,211**
Community Forum Series #3	**4,761**
Neighborhood Plan meetings	**246**
Working Groups	**373**
Community Forum Series #4	**2,979**
Total Participation	**18,532**

Schedule recommendation
Endorsed by PC Comp Plan Committee & Task Force

February 21: Task Force forwards to PC

February 28 – March 27: Planning Commission considers plan at 3 meetings

April 12: First briefing at City Council

June 7: Last City Council meeting within 60 day timeframe

Community Benefit	Density Bonus Programs including that Community Benefit							
	DAP	Interim Dntwn.*	UNO	PUD	VMU	TOD	NBG*	Rainey St.
On-site affordable housing	X	X	X	X	X	X	X	X
In-lieu fee for affordable housing	X	X	X	X		X	X	
On-site open space	X							X
In-lieu fee for open space	X	X					X	
Family friendly housing	X							
Child care	X	X						
Elder care	X	X						
Green building	X	X	X				X	X
Green roofs	X							
Commercial use	X							X
Streetscape improvements	X	X	X					X
Building design elements	X	X	X					X
Preservation of or compatibility with historic buildings	X	X						X
Cultural facilities	X	X						
Live music venues	X	X						
Assistance for the homeless		X						
Pedestrian connectivity		X					X	X
Transit		X					X	
Space for non-profits		X						
Public art		X						
Sound mitigation		X						
Handicap-accessible units			X					
Residential use								X
Well-placed/designed parking facilities			X					X
Infrastructure improvements (including street construction)							X	
Sotrmwater management							X	
Civic facilities							X	

Density bonus programs included in this chart:
Downtown Austin Plan (DAP)
University Neighborhood Overlay (UNO)
Planned Unit Development (PUD)
Vertical Mixed Use (VMU)
Transity Oriented Developments (TOD)
North Burnet/Gateway (NBG)
Interim Downtown (Interim Dntwn.)
Rainey Street
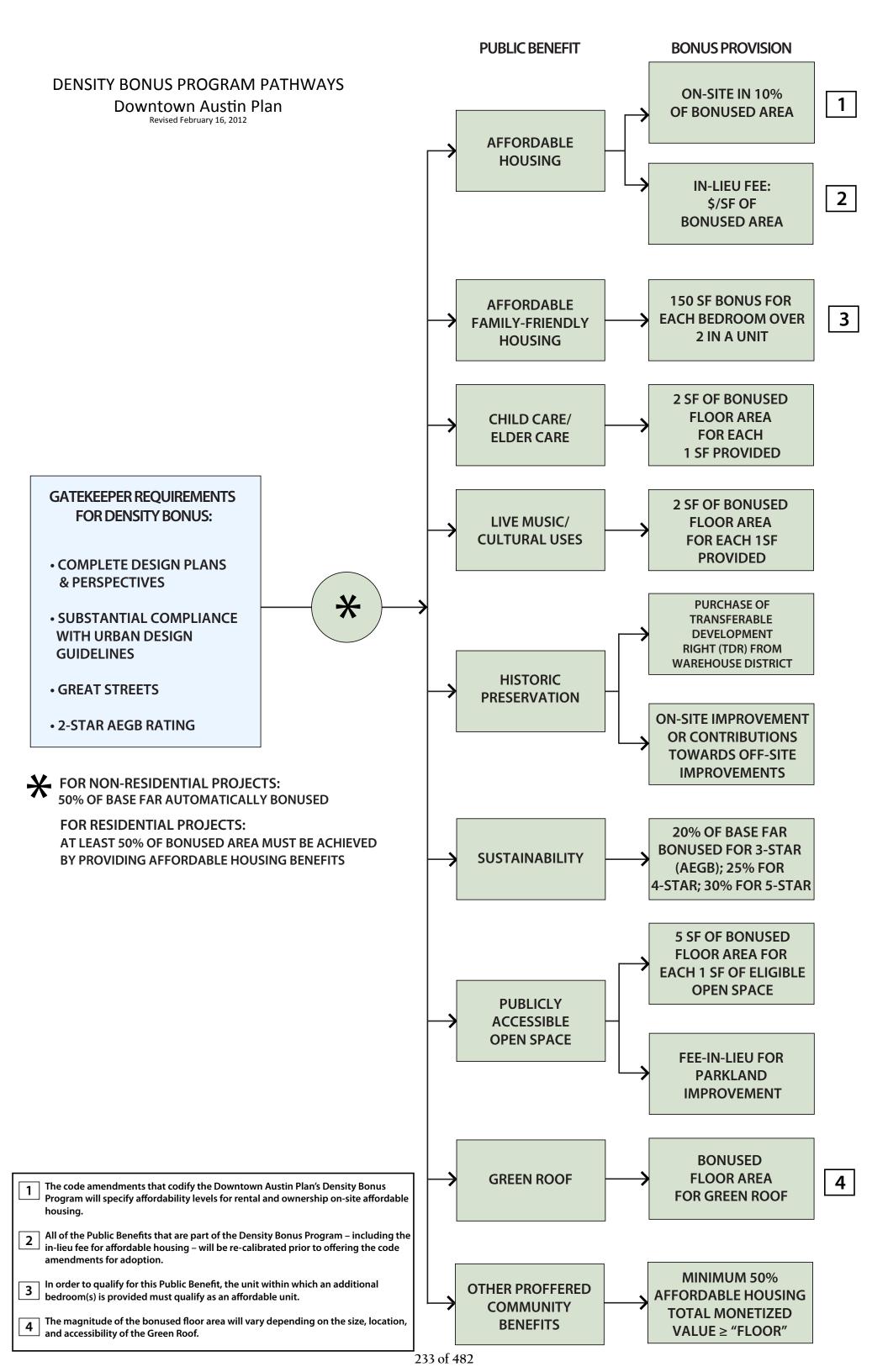
* A provison in both the North Burnet/Gateway and the interim Downtown Density Bonus Program is that an applicant would pay into a community benefits fund and the Director would allocate money from that fund for eligible community benefits other than affordable housing.

DENSITY BONUS PROGRAM PATHWAYS
Downtown Austin Plan
Revised February 16, 2012

PUBLIC BENEFIT

BONUS PROVISION

GATEKEEPER REQUIREMENTS FOR DENSITY BONUS:

- **COMPLETE DESIGN PLANS & PERSPECTIVES**

- **SUBSTANTIAL COMPLIANCE WITH URBAN DESIGN GUIDELINES**

- **GREAT STREETS**

- **2-STAR AEGB RATING**

* **FOR NON-RESIDENTIAL PROJECTS:**
50% OF BASE FAR AUTOMATICALLY BONUSED

FOR RESIDENTIAL PROJECTS:
AT LEAST 50% OF BONUSED AREA MUST BE ACHIEVED BY PROVIDING AFFORDABLE HOUSING BENEFITS

AFFORDABLE HOUSING →

- **ON-SITE IN 10% OF BONUSED AREA** — **1**
- **IN-LIEU FEE: $/SF OF BONUSED AREA** — **2**

AFFORDABLE FAMILY-FRIENDLY HOUSING →

- **150 SF BONUS FOR EACH BEDROOM OVER 2 IN A UNIT** — **3**

CHILD CARE/ ELDER CARE →

- **2 SF OF BONUSED FLOOR AREA FOR EACH 1 SF PROVIDED**

LIVE MUSIC/ CULTURAL USES →

- **2 SF OF BONUSED FLOOR AREA FOR EACH 1SF PROVIDED**

HISTORIC PRESERVATION →

- **PURCHASE OF TRANSFERABLE DEVELOPMENT RIGHT (TDR) FROM WAREHOUSE DISTRICT**
- **ON-SITE IMPROVEMENT OR CONTRIBUTIONS TOWARDS OFF-SITE IMPROVEMENTS**

SUSTAINABILITY →

- **20% OF BASE FAR BONUSED FOR 3-STAR (AEGB); 25% FOR 4-STAR; 30% FOR 5-STAR**

PUBLICLY ACCESSIBLE OPEN SPACE →

- **5 SF OF BONUSED FLOOR AREA FOR EACH 1 SF OF ELIGIBLE OPEN SPACE**
- **FEE-IN-LIEU FOR PARKLAND IMPROVEMENT**

GREEN ROOF →

- **BONUSED FLOOR AREA FOR GREEN ROOF** — **4**

OTHER PROFFERED COMMUNITY BENEFITS →

- **MINIMUM 50% AFFORDABLE HOUSING TOTAL MONETIZED VALUE ≥ "FLOOR"**

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1 The code amendments that codify the Downtown Austin Plan's Density Bonus Program will specify affordability levels for rental and ownership on-site affordable housing.

2 All of the Public Benefits that are part of the Density Bonus Program – including the in-lieu fee for affordable housing – will be re-calibrated prior to offering the code amendments for adoption.

3 In order to qualify for this Public Benefit, the unit within which an additional bedroom(s) is provided must qualify as an affordable unit.

4 The magnitude of the bonused floor area will vary depending on the size, location, and accessibility of the Green Roof.

Summary of Planned Unit Development (PUD) Rules
Chapter 25-2, Subchapter B, Division 5

Intent:

"The Council intends PUD district zoning to produce development that achieves these goals to a greater degree than and that is therefore superior to development under conventional zoning and subdivision regulations." (Subpart A-1.1)

Baseline:

The parties (applicant and PDRD Director) must establish a "baseline," which consists of: (1) the zoning district(s) that would be most appropriate for the property under non-PUD zoning; and (2) an estimate of the maximum extent of development allowable under that zoning. (Subpart A-1.3.3)

"Tier One" (Subpart B-2.3.1 and 2.3.2)

"Tier One" is the term used to describe the minimum standards that all PUDs must meet. These minimum standards include provisions for:

- Open space
- Green building
- Environmental protection
- Public facilities
- Landscape
- Transportation
- Minimum size of ten acres
- Compliance with Subchapter E (Design Standards), including sidewalk standards
- Ground floor pedestrian-oriented uses

"Tier Two" (Subpart B-2.4)

"Tier Two" is a term used to describe the section of the PUD rules that contains the criteria to be used in determining whether a proposed PUD would be "superior to" what would occur under conventional zoning. There are criteria for a number of topics, including:

- Open space
- Water quality
- Impervious cover
- Green Building
- Public art
- Transportation facilities
- Historic preservation

An applicant need not address every topic for which criteria are provided, but the criteria must be applied to assess "superiority" for listed topics. I.e., a project that seeks to demonstrate "superiority" through impervious cover restrictions must use the impervious cover criteria to make that demonstration.

Tier Three ("Development Bonuses") (Subpart B-2.5)

"Tier Three" is a term used to describe the standards that apply to PUD projects with residential uses wishing to exceed the site development regulations (maximum height, maximum FAR, and maximum building coverage) that would apply if the "baseline" zoning district (rather than a PUD) governed the development of the site.

Tier Three applies only to PUD projects with residential uses that seek to exceed the "baseline" development regulations. PUD projects that don't include residential uses or that do not seek to exceed the "baseline" development regulations (height, FAR, building coverage) are not subject to Tier Three.

Tier Three establishes the standards and procedures for a PUD project to provide affordable housing community benefits. There are two ways a project could meet those standards: providing on-site affordable housing (ownership or rental); or payment of a fee-in-lieu.

BOND DEVELOPMENT GUIDING PRINCIPLES AND PROCESS

OVERVIEW

A Vision for Austin's Future
As it approaches its 200th anniversary, Austin is a beacon of sustainability, social equity and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens and where the necessities of life are affordable and accessible to all.

Austin's greatest asset is its people: passionate about our city, committed to its improvement, and determined to see this vision become a reality.

Draft Imagine Austin Comprehensive Plan
Preamble to the Vision Statement

Thousands of Austinites have participated in the Imagine Austin comprehensive planning process and shared their ideas on how Austin should grow and develop over the next three decades.   The draft Imagine Austin Plan is the culmination of two years of community input, reflecting our city's commitment to preserving the best of Austin and changing those things that need to be changed.

The final plan, expected to go before City Council in 2012, will provide a framework for City leaders' decisions and set the direction for how the City of Austin operates.

Imagine Austin Vision

The following are the key tenets outlined in the Imagine Austin Vision Statement:

- A Vision for Austin's Future
- Austin is Livable
- Austin is Natural and Sustainable
- Austin is Mobile and Interconnected
- Austin is Prosperous
- Austin Values and Respects its People
- Austin is Creative
- Austin is Educated

(Read full Imagine Austin Vision Statement at www.imagineaustin.net/intro)

Imagine Austin – Priority Programs

Austinites, through the Imagine Austin process, have identified eight priority programs that reflect the vision statement and core principles for the plan and are intended to shape Austin's future. In summary, the draft priority programs include:

- An update of City rules for land uses
- Improved transportation options for cars, transit, bikes and walking
- A network of parks, trails, waterways and natural areas
- Manage long-term water resources
- Grow and invest in Austin's creative economy
- Affordable housing throughout Austin
- Education and talented workforce
- Create a "healthy" Austin program

On October 6, 2011, the Austin City Council established a Bond Election Advisory Task Force to "identify and prioritize bond funding for projects that will advance the vision identified by the Imagine Austin planning process… within the scope of a needs assessment and funding priorities to be recommended by City staff" (Resolution #20111006-057).

The Bond Election Advisory Task Force, City staff, and the community will work together over the next several months to develop recommendations for City Council to consider in presenting a bond proposal to the voters in the next Bond Election.

GUIDING PRINCIPLES

The following guiding principles are intended to articulate overarching goals for development of the Bond proposal. They are drawn from the community vision and values expressed in the Imagine Austin planning process and best practices in capital improvement planning. These principles will be used to inform, evaluate and develop the Bond proposal. The guiding principles and associated criteria will provide a framework for balancing priorities and guiding Bond-related decision-making towards projects and programs that will have the greatest positive impact for, and at the most economical cost to, the city.

I. Provide for adequate infrastructure and facilities to maintain City services

The City provides public facilities and services used and enjoyed by Austinites on a daily basis, such as parks and libraries, public safety, and transportation infrastructure. Throughout the Imagine Austin planning process, the community consistently identified the importance of continuing to provide these public resources.

The City should make investments in maintaining and repairing existing assets as well as providing new facilities and infrastructure needed to maintain existing levels of service to a growing population.

Criteria for evaluating potential projects:
Near-Term Projects (Level 1)
- Required by state or federal law, legal judgment, court order, or regulatory mandate
- Remedies or prevents a serious hazard that threatens public health, safety, or security
- Infrastructure failure occurring or high possibility of failure in the immediate future
- Project deferral will lead to significant degradation of infrastructure that substantially compromises delivery of services

Departmental/City Service Priorities (Level 2)
- Directly implements an adopted departmental service plan or policy
- Accomplishes or makes significant progress toward achieving department business goals and priorities
- Directly addresses Horizon Issues identified in a department's Business Plan
- Produces a tangible improvement to service delivery and/or access to service

II. Support new investments reflecting the values and priorities of the City as identified in the Imagine Austin Comprehensive Plan and related plans

The Imagine Austin Comprehensive Plan and related small area plans such as neighborhood plans, corridor plans, and other area master plans make specific recommendations to address existing challenges and work toward a community vision for the future.   Our city investments should also support those new initiatives.

Criteria for evaluating potential projects:
- Contributes directly to advancing priority programs established in the draft Imagine Austin Comprehensive Plan
    - Change Austin's development regulations and processes to promote a compact and connected city
    - Invest in transportation and other improvements to create a compact and connected Austin
    - Create a green infrastructure program to protect environmentally sensitive areas and integrate nature into the city
    - Create a program to sustainably manage our water resources
    - Grow and invest in Austin's creative economy
    - Develop and maintain affordable housing throughout Austin
    - Continue to grow Austin's economy by investing in our workforce and education system
    - Create a Healthy Austin program
- Takes into account Imagine Austin related plans and priorities
    - Advances a priority project established in related neighborhood plans and other small area plans adopted by Austin City Council
    - Furthers a specific Council directive or resolution
    - Advances a specific strategy or project identified in a regional planning effort in which the City of Austin participates (e.g. CAMPO, CAPCOG, Capital Metro)

III. Make investments in new mobility capacity, including an initial segment for an urban rail system

Austinites have identified transportation mobility as a priority and challenge to be addressed as our city grows and changes. Through Imagine Austin, the Austin Strategic Mobility Plan, the CAMPO regional transportation plan and other city and regional planning processes, the community has consistently said that we need a variety of options to address our mobility challenges. These solutions include improvements for all transportation modes: walking, biking, transit and driving.

Austin should continue investing in new regional mobility capacity for all modes of transportation, including a first investment in Urban Rail.

- Supports identified strategic mobility and multi-modal transportation priorities
- Takes into account priorities as outlined in:
    - Draft Imagine Austin Comprehensive Plan
    - Austin Strategic Mobility Plan
    - Envision Central Texas
    - CAMPO 2035 Plan
- Addresses economic vitality and sustainability priorities

Bond Development

IV. Promote a sustainable community and high quality of life

The Austin City Council established sustainability as the central policy direction of the Imagine Austin Comprehensive Plan. Sustainability is best understood as considering not only today's needs, but also whether we are meeting them in ways that conserve resources and promote quality of life for future generations.

The sustainability's "triple bottom line" should be considered when making City investments: the economy, the environment, and society and equity.

Criteria for evaluating potential projects:

Economy
- Facilitates private investments or other activities that produce jobs, attract new companies, or retain and grow local businesses
- Integrates or leverages investments in local innovation and emerging technology
- Addresses more than one service delivery need within a department or across multiple departments' business needs

Environment
- Demonstrates an innovative approach to more sustainable, environmentally-friendly business practices and service delivery. Exceeds minimum sustainability performance goals
- Directly advances a specific measure identified in the Austin Climate Protection Plan for greenhouse gas reduction and mitigation, climate adaptation, reduced water or energy demand, alternative energy or transportation.
- Makes critical assets or services more resilient so they can adapt to and recover from disruptive events. Examples include use of natural systems such as green infrastructure, decentralized or renewable strategies.

Society and Equity
- Provides infrastructure or services to a geographic area or population that has been historically underserved. Results in more equitable distribution of resources and environmental effects on community health and well-being
- Contributes directly to the preservation or vitality of cultural and historic assets, sense of place, and/or neighborhood character
- Contributes directly to appropriate mix of uses, walk-ability, complete neighborhoods, proximity to goods, services, housing, transit, and employment

V. Identify projects that are cost-effective, leverage other funding sources and maximize the benefit of capital investment

The City will seek to provide City of Austin taxpayers with investments that are cost-effective and that provide substantial benefit to the community.

Criteria for evaluating potential projects:
- Decreases future operating and maintenance costs
- Results in avoidance of future operating costs
- Leverages external (public or private) funds from other sources, reducing the City's financial commitment
- Provides for increase in City revenues or prevents anticipated loss of City revenues
- Prevents future additional capital costs

VI. Consider the balance of priorities in proposed bond package

Each of the above guidelines and associated criteria is important for guiding selection of potential projects for inclusion in the Bond. In developing a final bond proposal it will also be important to evaluate the collection of potential projects and programs together to ensure a balanced proposal of investments for the community.

Considerations for evaluating the bond package:
- City bond capacity and impact on City of Austin taxpayers
- Existing services vs. new investment priorities
- Geographic distribution of investments
- Sufficient funding for recommended projects
- Impact on future City operating and capital budgets
- Anticipated long-term benefit of projects for the community

BOND DEVELOPMENT PROCESS

OVERVIEW

Opportunities will be available throughout the Bond development process for the Bond Election Advisory Task Force and the community to review and provide input on how the guiding principles are applied and how projects and programs are selected for consideration in developing a future bond proposal.

The City Council has established a citizen Bond Election Advisory Task Force to work within the scope of a capital needs assessment, the financial impact on the City's bond capacity and funding priorities to provide recommendations for balancing capital improvement priorities. The Task Force will consider initial recommendations provided by City Staff and input from the community to make their recommendations for Council and staff consideration.

Below is an outline of the process for bond package development:

Council Approval of Guiding Principles

The guiding principles and associated criteria will provide the framework for reviewing and prioritizing projects and programs for inclusion in a Bond proposal to advance the vision of Imagine Austin.

Estimated timeline: December 2011

Capital Needs Assessment and Bond Capacity presentations to Council

City Staff will provide an assessment of the city's current and anticipated capital improvement needs ("needs assessment") and the City's bond capacity (how much money the city is able to borrow based on the ad valorem tax rate of the City).

Estimated timeline: December 2011

Initial Staff Prioritization of Needs Assessment Projects

Once approved by Council, staff will apply the guiding principles and funding criteria to develop a "prioritized needs assessment" that identifies the initial staff-recommended ranking of projects and programs.

Estimated timeline: December – February 2012

CHARGE OF THE BOND ELECTION ADVISORY TASK FORCE

On October 6, 2011, City Council established the Bond Election Advisory Task Force. As outlined in Resolution #20111006-057, the Task Force will:

- Develop recommendations for projects for potential bond funding that will advance the vision of Imagine Austin
- Work within the scope of a needs assessment and funding priorities to be recommended by City staff
- Attend City Council public briefings on bond-related information
- Conduct regular open and posted meetings to maximize citizen engagement
- Ensure recommended projects have adequate funding
- The Task Force will dissolve upon City Council's adoption of the ballot language for the bond election

Methodology Overview

Bond Election Advisory Task Force & Community Consideration of Staff Prioritized Lists

The cumulative costs of projects and programs initially identified in the staff prioritized needs assessment will likely exceed the City's bond funding capacity. The Task Force, stakeholders and the community will review and provide feedback on the initial staff prioritized needs assessment and application of the guiding principles and funding priorities. The Task Force, using input from the community and stakeholders, will also consider priorities for balancing investments within the context of the City's bond capacity.

All stakeholder comments will be provided to the Bond Election Advisory Task Force for their consideration and use in developing recommendations.

Estimated timeline: February – April 2012

Bond Package Development

The Bond Election Advisory Task Force will consider the initial staff prioritized projects, community input and its own deliberations in formulating recommendations for Council and City staff consideration.

Staff will use the recommendations of the Task Force in crafting a proposed bond package to be presented to City Council.

Estimated timeline: May – June 2012

Council Approval of Final Ballot Language

The Austin City Council will decide on the final ballot language for the Bond propositions and set the date of the Bond Election.

Estimated timeline: August 2012

Bond Election Advisory Task Force: Schedule and Next Steps

- **February 16**: BEATF received Needs Assessment Project/Program lists, proposed committee assignments

- **Feb 21-28**: First meetings of the Task Force committees

  - Committees anticipated to meet at least bi-weekly through April

- **Feb 29**: Next Bond Election Advisory Task Force meeting

- **Mar 1-7**: Second round of committee meetings

  - Continue department briefings

  - Begin consideration of staff project lists

- **Mar 7**: Bond Election Advisory Task Force Meeting

- **Mar 29**: Bond Election Advisory Task Force Meeting

- **March/April**: Community meetings to obtain additional public input on projects, programs and priorities; input to be provided to Task Force/committees

- **April 9**: Bond Election Advisory Task Force Meeting

- **April 23**: Bond Election Advisory Task Force Meeting; anticipated date when committees submit recommendations to full Task Force

- **April-May**: Recommendations formulated by BEATF

- **May**: Recommendations presented to Council

Task Force Committees:

- Affordable Housing
- City Facilities
- Transportation/Mobility
- Parks/Open Space

For more information and updates on the Task Force and bond development process, visit www.austintexas.gov/bonddevelopment

Capital Improvements Program Five Year Plan Development

Each year, the Capital Improvements Program (CIP) Five Year Plan is updated. The CIP Plan is used as the basis for development of the capital budget included in the proposed budget each fiscal year. The schedule below provides the timeline for the update to the FY2013 CIP Plan.

A bond development process is taking place concurrently with the FY13 CIP Five Year Plan process. The CIP Plan does not assume the approval of a bond program. Capital requests under consideration through the bond development process are included in the CIP Plan as unfunded requests. If a bond election occurs, and the program is approved by the voters, staff will take steps to begin implementation of the new bond program. This includes determining which projects will move forward in the current fiscal year, required appropriations for those projects, and staff requesting City Council approval of a mid-year budget amendment. An amendment is required because the bond election would occur after approval of the capital budget for that fiscal year. The next CIP Five Year Plan prepared following approval of a bond program will incorporate all aspects of that program into the CIP Plan so all future bond appropriation requirements will be included in the annual capital budget process.

Fiscal Year 2012-2013 CIP Five Year Plan Schedule

November 4, 2011	CIP Plan Kickoff for Department Staff
February 1, 2012	CIP Plan Submittals due from all Departments
January – March	CPO Review of plan submissions, coordination with departments and CIP Steering Committee
January - June	Planning Commission – CIP Sub-Committee Meetings for FY13
Early April	City Manager review of Draft FY13 CIP Plan
April 18	Financial Forecast Presentation to Council
May / June	Presentations to CIP Sub-Committee & Bond Oversight Committee
June 26	Planning Commission recommends 2012-13 CIP Plan
August 1	Proposed Capital Budget Presented to Council
Late August	FY2013 Bond Sale
September 10-12	Budget Adoption

City of Austin Debt Capacity

State law and the City Charter provide the City of Austin authority to issue general obligation debt to fund permanent public improvements with long-term life cycles. The debt is secured by the "full faith and credit" of the City's authority to levy ad valorem taxes to pay the debt service. General obligation debt is viewed as the lowest credit risk to investors and attracts the lowest interest rates. The tax rate established annually as part of the budget process includes a portion to fund principal and interest payments on bonds. The Fiscal Year 2011-2012 tax rate of 48.11¢ per $100 assessed value includes 12.60¢ for principal and interest payments.

How much debt could the City issue without a tax rate increase?

The City can issue approximately $385 million without a tax rate increase. This amount is based on the following assumptions:
- Use current 12.60¢ debt service tax rate as a starting point
- Reflects planned bond sales of $252 million for 2006 and 2010 bond programs
- Debt service structured to repay more than 50% of outstanding principal in 10 years
- Conservative growth in assessed property value
- Conservative borrowing rates
- New bonds to be sold over 6 years
- Preserves long-term bonding capacity to addresses future capital needs

What is the impact of an additional $10 million to the tax rate?

A $10,000,000 bond deal will raise the annual debt service requirement by approximately $755,000, which equates to a tax increase of approximately $0.0009 or about 1/10 of a one cent increase.

How much revenue would a one cent tax rate increase provide?

A one cent tax rate increase ($0.01) will bring in an additional $8.2 million in property tax revenue.

NEIBHBORHOOD HOUSING AND COMMUNITY DEVELOPMENT OFFICE

Housing Gap Analysis

Many of the reports referenced above build upon data and conclusions released in the City's Comprehensive Housing Market Study (2009), particularly the housing gap analysis completed as a component of the study. Exhibit 7 below outlines the estimated housing gap by income level and housing continuum category. Exhibit 8 highlights the housing needs identified for persons who are experiencing homelessness, based on information reported to HUD through the City's Continuum of Care application. Exhibit 9 and 10 outline the projected housing production necessary to serve future projected growth for the estimated gaps in rental and homeownership products.

This analysis serves as a basis for further community research to identify long-term goals and strategies to address and fund housing gaps. NHCD is one of several entities that comprise a regional housing stakeholders group that can address such issues as a consortium.

Exhibit 7: Austin Housing Gap Analysis

Housing Type	Income Level Served	Number of Occupants	Number of Units	Estimated Housing Gap[1]	Notes
Rental Housing	0-30% MFI	48,287	9,375	39,912 units	Supportive housing units are included as a portion of the total estimate housing need for rental housing units serving households at or below 30% MFI. For more information on needs for specific types of supportive housing, see Exhibit 8 below.
Rental Housing	31-50% MFI	37,140	88,392	N/A	While there is no estimated housing gap at this income level, households at this income level are likely to experience difficulty finding adequate rental housing due to the demand placed upon the market renters in other income categories (primarily <30% MFI).
Rental Housing	51-80% MFI	35,543	68,956	N/A	While there is no estimated housing gap at this income level, households at this income level are likely to experience difficulty finding adequate rental housing due to the demand placed upon the market renters in other categories (primarily >80% MFI)
Rental Housing	81-120% MFI	26,788	11,840	14,948 units	
Rental Housing	>120% MFI	17,893	1,443	16,450 units	
Home-ownership	0 - 50% MFI	24,590	9,568	15,022 homes	
Home-ownership	51-80% MFI	21,872	30,877	N/A	No estimated housing gap at this income level.
Home-ownership	81-120% MFI	27,319	40,212	N/A	No estimated housing gap at this income level.
Home-ownership	>120% MFI	67,628	65,551	2,077 homes	
Home Repair	<50% MFI	N/A	N/A	13,286 homes	Imputed figure based on the analysis conducted in the *Housing Repair Needs Assessment (2011)* report.

Sources: Austin Comprehensive Housing Market Study (2009), Housing Repair Needs Assessment (2011).

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[1] Based on gap analysis conducted in the Comprehensive Housing Market Study (2009). The gap analysis was conducted by comparing the number of renters/homeowners from the American Community Survey data (2007/3-year estimates) with the number of available renter or homeownership units available at a price that does not exceed 30% of the individual's imputed income. Because the number of extremely low income persons at or below 30% MFI vastly exceeds the number of rental units available to that population, it is reasonable to expect that a majority of those renters are indeed renting but are spending an amount greater than 30% of their income for housing. In other words, low-income renters who are cost-burdened are competing with other households in higher income brackets for available rental housing, increasing demand on the overall rental housing market. A portion of the individuals in the extremely low-income category may also be homeless, precariously housed, or living in substandard housing.

Exhibit 8: Unmet Needs for Persons Experiencing Homelessness

Housing Type	Number of Units	Estimated Need[2]	Notes
Emergency Shelter[3]	**607**	**N/A[4]**	An emergency shelter is any facility with overnight sleeping accommodations, the primary purpose of which is to provide temporary shelter for the homeless in general or for specific populations of homeless persons. The length of stay can range depending on the shelter's guidelines.
Safe Haven	**16**	**N/A**	Safe havens are a form of supportive housing that serves hard-to-reach homeless persons with severe mental illness and other debilitating behavioral conditions who are on the street and have been unable or unwilling to participate in housing or supportive services.
Transitional Housing	**577**	**430 units**	Transitional housing is a project that is designed to provide housing and appropriate support services to homeless persons to facilitate movement to independent living within 24 months.
Permanent Supportive Housing (PSH)	**663**	**1280 units**	PSH is long-term housing that has supportive services for homeless individuals with disabilities and enables special needs populations to live as independently as possible in a permanent setting. The Permanent Supportive Housing Program and Financial Model for Austin/Travis County (2010) estimated the housing need for Permanent Supportive Housing at 1,889 units, and the Austin City Council has adopted a goal of creating 350 new permanent supportive housing units by 2014.

Source: HUD Continuum of Care Housing Inventory (2011).

Exhibit 9: Estimated Production to Meet Forecasted Demand for Extremely Low-Income Renters (Units Renting at $425 and Less)

	Units per year	Total units needed by 2020
Units to meet forecasted demand[5]	**1,045**	**12,540**
Units to meet forecasted demand + achieve 10% reduction in gap[6]	**1,370**	**16,440**

Source: Comprehensive Housing Market Study (2009).

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[2] This formula is designated by HUD for the Continuum of Care Housing Inventory Report. Homeless housing providers are asked the type of service that is most needed for the individuals that are either unsheltered, in emergency shelter, or in transitional housing. Each provider states the percentage of service for their population (whether they need emergency shelter, transitional housing or PSH). The formula then deducts from the overall need the beds that were unused during the night of the Austin Point-in-Time Homeless count.

[3] This figure includes total year-round emergency shelter beds. It does not include seasonal or overflow beds.
[4] While there is no estimated need for more emergency shelter beds as indicated by the HUD formula, due to the demand for transitional and permanent support housing, local emergency shelters often run at capacity and there are nights when people cannot access emergency shelter beds.

[5] Assumptions for this estimate include twelve years of City growth projections (2008-2020) and no change in the homeownership rate.
[6] Ibid.

Exhibit 10: Estimated Production to Meet Forecasted Demand for Homeownership at Affordable Levels

	Units per year	Total units needed by 2020
8% at $113,000 and less (likely small condos)	264	3,200
13% at $113,000 - $160,500 (mix of condos and townhomes)	428	5,200
21% at $160,500 - $240,400 (range of housing options)	692	8,400

Source: Comprehensive Housing Market Study (2009).

DEPARTMENT: Public Works

DATE REQUESTED: 2/17/2012

REQUEST: Status on the Sidewalk Program and history of bond appropriations for the program.
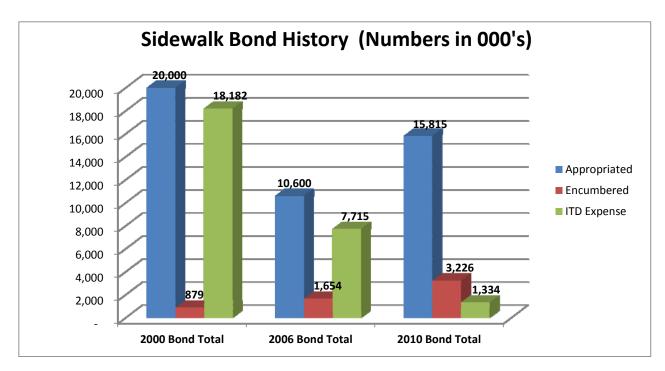
RESPONSE: In an effort to complete a City-wide ADA-compliant sidewalk network, the goal of the Sidewalk Master Plan is to provide an objective mechanism for the City's use in prioritizing sidewalk construction projects.

The construction method chosen to deliver the initiatives is an Indefinite Delivery/Indefinite Quantity (IDIQ) contract. The IDIQ contract documents include engineering details, specifications, project locations currently identified, and estimated total quantities of work. As each project location is further defined, a specific "work assignment" is given to the Contractor and they complete the scope of work for the unit prices included in the Contract. This contracting method also allows for the flexibility of adding projects based on priorities designated by the City.

The purpose of these types of Contracts is to have a Contractor available to complete pedestrian and accessibility projects throughout the City on a unit price basis. The current competitive sidewalk unit prices have helped the City to maximize the linear footage of sidewalk completed.

Currently, PWD has spent over **$27,000,000** on the program since FY2005. The graph below provides a breakdown of appropriation, encumbered, and expended to date for each bond program. PWD Street Reconstruction Program also includes sidewalk construction and ramp work as part of the scope, but these numbers are difficult to breakout because they are included in the total construction cost.

Sidewalk Bond History (Numbers in 000's)

	Appropriated	Encumbered	ITD Expense
2000 Bond Total	20,000	879	18,182
2006 Bond Total	10,600	1,654	7,715
2010 Bond Total	15,815	3,226	1,334
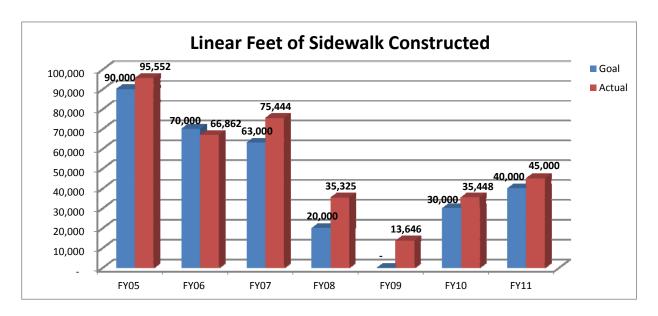
In measuring the success of this plan Public Works uses two criteria: Linear feet sidewalks constructed and number of curb ramps constructed. Detail description on how these measures are calculated and results per year are provided below.

<u>**LINEAR FEET OF SIDEWALKS CONSTRUCTED**</u>

Measure Description: This measure calculates the number of linear feet of sidewalk constructed within the City.   The City complies with federal and state directives on accessibility for pedestrians and City at large. In addition to achieving compliance with the federal American's with Disabilities Act (ADA), sidewalk improvements increase the quality of life for the community by expanding the available network and making travel safer and easier.

Calculation Method: This measure is calculated by summing the total feet of non-accessible sidewalks, missing sidewalks, and sidewalks in need of repair or replacement while ensuring they are ADA compliant.
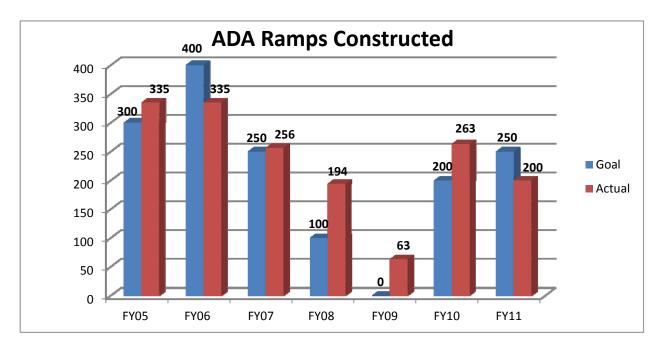
Assessment of Results: Since FY2005, PWD's goal was to install over 313,000 linear feet of sidewalk by the end of FY11. PWD currently has installed over 380,000 linear feet, exceeding our goal by 67,000 linear feet or 22%. The only year PWD did not achieve our annual goal was in FY06. It should be noted the FY09 program goals were set to zero because the team was not sure of future funding due to the accelerated program pace taken in FY08.

Measure Description: This measure calculates the number of ADA ramps constructed within the City. The City complies with federal and state directives on accessibility for pedestrians and City at large. In addition to achieving compliance with the federal American's with Disabilities Act (ADA), ADA ramp improvements increase the quality of life for the community by expanding the available network and making travel safer and easier.

Calculation Method: This measure is calculated by summing the total new ADA ramps installed and non-compliant ramps repaired or replaced.

Assessment of Results: Since FY2005, PWD's goal was to install over 1,500 ramps by the end of FY11. PWD had currently installed over 1,646 ramps, exceeding our goal by 146 ramps or 10%. There were only two years PWD did not achieve our annual goal and those were in FY 11 and FY05. It should be noted the FY09 program goals were set to zero because the team was not sure of future funding due to the accelerated program pace taken in FY08.

BICYCLE MASTER PLAN UPDATE
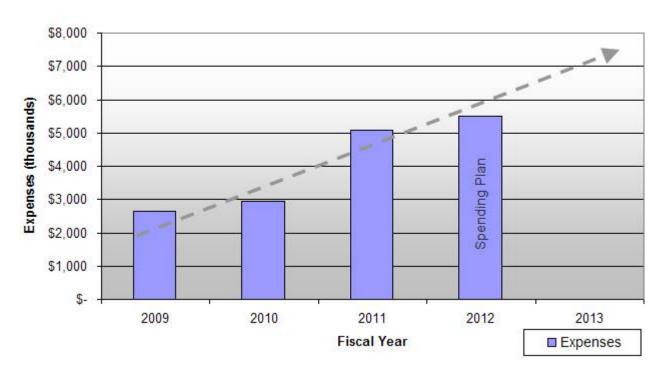
The Bicycle Master Plan, adopted in June 2009, identified a cost of approximately $254M for completion of the infrastructure portion of the plan.

Since 2009, utilizing primarily 1998, 2000, 2006 and 2010 bond funds, $7.2M has been spent towards implementation of the infrastructure portion of the plan (approximately 82 miles of bicycle lanes and urban trails). An additional $5.5M is planned to be spent in the next 2 years [major projects nearing design completion/construction phase and utilizing this remaining funding are the North Acres Hike and Bike Bridge Project ($1M), the Bowie Underpass ($1M), the Mopac Bicycle Bridge ($2M), the Downtown Bicycle Boulevard ($1M), and routine bicycle lane installation following street maintenance schedule ($.5M)].

After the completion of all projects planned for FY12 and FY13, $232M of the Bicycle Master Plan remains unfunded. In general, PWD averages about 30 linear miles of new and improved bicycle lanes, 2-3 small urban trail connectors, and one major CIP (Bridge/Barrier Removal) project per year. We average about $3M per year in total expenditures and expect that to increase to $4M-$5M in the next 2 years, at which point we will have spent all existing and available bond funds.

1. This graph depicts the 2012 spending plan and updated numbers from 2009 through 2012:
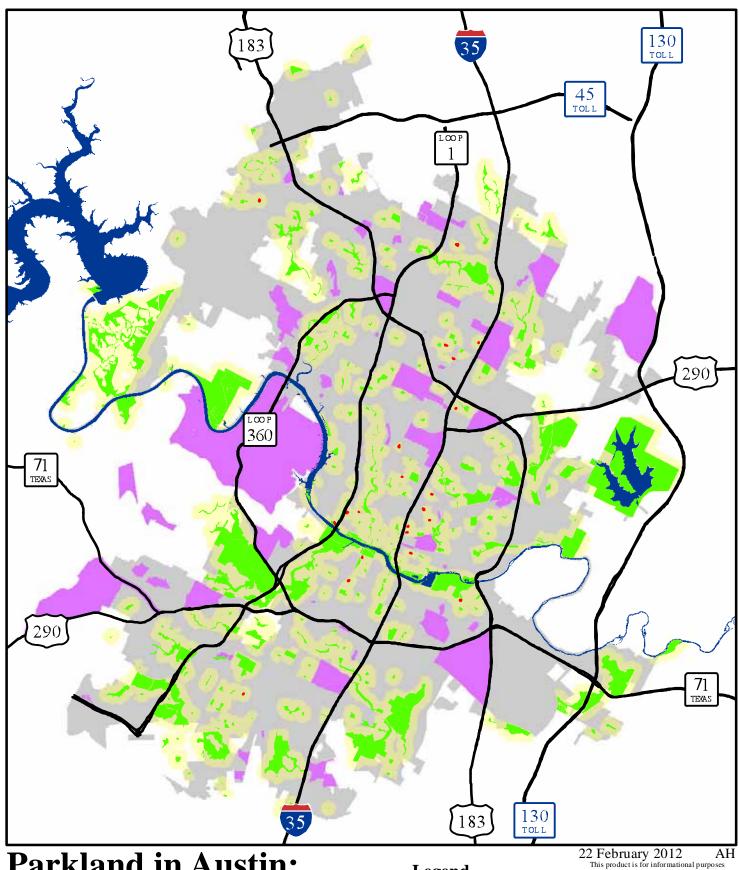
Bicycle Program Capital Expenses 2009 through 2012

2. Below is a chart showing the savings by following the Street and Bridge street maintenance schedule for a typical year:

Coordination with Resurfacing Operations	Cost/mile	Miles/year	Annual Cost
With coordination	$ 20,000	20	$ 400,000
Without coordination	$ 180,000	20	$ 3,600,000

Parkland in Austin:

Neighborhood Gaps

Legend

🟥 City of Austin Pocket Parks

🟩 Other Park Properties
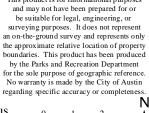
🟡 1/4 Mile Service Radius

🟪 Neighborhoods Outside 1/4 Mile Service Radius

⬜ COA Full Purpose Jurisdiction

263 of 482

22 February 2012   AH

This product is for informational purposes
and may not have been prepared for or
be suitable for legal, engineering, or
surveying purposes. It does not represent
an on-the-ground survey and represents only
the approximate relative location of property
boundaries. This product has been produced
by the Parks and Recreation Department
for the sole purpose of geographic reference.
No warranty is made by the City of Austin
regarding specific accuracy or completeness.

AUSTIN
PARKS &
RECREATION
Cultural Places, Natural Spaces

CAPRA
ACCREDITED

CITY OF AUSTIN

0   1   2
Miles

N

Neighborhoods outside 1/4 Mile Service Radius

Neighborhood Type	Name
HOA	Acres West Homeowners Association
HOA	Austin Great Hills Homeowners Association, Inc.
HOA	Barton Creek West Homeowners Association
HOA	Chambored-Austin Owner's Association
HOA	Champions Forest Homeowners Association
HOA	Chestnut Commons HOA
HOA	Cottages at Lake Creek Home Owners Association
HOA	Cypress Ridge Homeowners Association
HOA	Davenport West / Hunterwood HOA
HOA	Easy Street Homeowners Association
HOA	Harris Ridge Phase IV/Harris Ridge Owner's Assn/Harris Glenn HOA
HOA	Hill Country Estates Homeowners Association
HOA	Island at Westlake Owners Association
HOA	Jester Homeowners Association Development
HOA	Lantana Southwest Homeowners Association, Inc.
HOA	Parkside at Slaughter Creek HOA
HOA	Preston Oaks Owners Association
HOA	Riverside Meadows Homeowners Association
HOA	Rob Roy Home Owners' Association Inc.
HOA	Saddlewood Homeowners Association
HOA	Shepherd Mountain Homeowners Assn.
HOA	Summerwood II HOA of Austin Inc.
HOA	The Homeowners Association of Colonial Trails
HOA	Travis Country - Chappell Hill Homeowners Association
HOA	Travis Country West Home Owners Association
HOA	Westview Canyon Homeowners Association
Neighborhood Association	Bunny Run Neighborhood Association
Neighborhood Association	Davenport Ranch Master Neighborhood Association
Neighborhood Association	Gilleland Creek Neighborhood Association
Neighborhood Association	Manchaca Village Neighborhood Association
Neighborhood Association	McNeil Estates Neighborhood Assoc.
Neighborhood Association	Mockingbird Hill Neighborhood Association
Neighborhood Association	North Shields Neighborhood Association
Neighborhood Association	Northfield Neighborhood Association
Neighborhood Association	Northgate Neighborhood Association
Neighborhood Association	Northwest Hills Lakeview Neighborhood Association
Neighborhood Association	Northwood Neighborhood Association
Neighborhood Association	Oak Acres Neighborhood Association
Neighborhood Association	Quail Hollow Neighborhood Association
Neighborhood Association	Ridgetop Neighborhood Association
Neighborhood Association	River Hills Neighborhood Association
Neighborhood Association	Riverside Farms Road Neighborhood Association
Neighborhood Association	Stonegate Neighborhood Association
Neighborhood Association	Stoneridge Neighborhood Association
Neighborhood Association	Summit Oaks Neighborhood Association
Neighborhood Association	Swansons Ranch Rd. Neighborhood Association
Neighborhood Association	Thomas Springs/Murmuring Creek/Wier Loop/Circle Drive Neighborhood Alliance
Neighborhood Association	Thurmond Heights Neighborhood Association
Neighborhood Association	Tillery Square Neighborhood Association
Neighborhood Association	Walsh-Tarlton Neighborhood Association
Neighborhood Association	West Branch Neighborhood

Neighborhoods outside 1/4 Mile Service Radius

Neighborhood Association	Westminister Manor Residents Association
Neighborhood Planning Area	Central East Austin Neighborhood Planning Area
Neighborhood Planning Area	Coronado Hills Neighborhood Planning Area
Neighborhood Planning Area	Crestview Neighborhood Planning Area
Neighborhood Planning Area	Gateway Neighborhood Planning Area
Neighborhood Planning Area	Highland North Neighborhood Planning Area
Neighborhood Planning Area	North Loop Neighborhood Planning Area
Neighborhood Planning Area	Pecan Springs-Springdale Neighborhood Planning Area
Neighborhood Planning Area	Southeast Neighborhood Planning Area
Neighborhood Planning Area	Sweetbriar Neighborhood Planning Area
Neighborhood Planning Area	Windsor Hills Neighborhood Planning Area
Other	East Sixth IBIZ District
Other	LoBurn IBIZ District
Other	Mount Bonnell Shores/ Colorado Crossing
Other	Oak Park Subdivision Association
Other	Oro Valley Trail Blazers
Other	Placidena Heights (part of West Congress Neighborhood Planning Area)
Other	Raintree Estates
Other	Saint Johns Alliance
Other	Westview on Lake Austin, Phase A
POA	Estates of Barton Creek Property Owners Association
POA	Muirfield Property Owners Association, Inc.

STATUS OF STRATEGIC MOBILITY CORRIDOR STUDIES

The purpose of the projects is to identify short-, medium-, and long-term transportation improvements to improve safety; increase vehicular, pedestrian and bicycle mobility and accessibility; and improve quality of life along the corridors. The projects, using input from stakeholders and public meetings, will develop a vision that defines the physical, functional, aesthetic and cultural character of the corridor and establish a set of study goals and objectives based on the existing conditions and corridor enhancement needs.

Using inputs from collected data and the analysis conducted, each project will identify and categorize the needs and issues along the corridor including a focus on multi-modal solutions. Sufficient information to measure and evaluate a range of viable improvement concepts will be collected. The projects will address cost-benefit and cost-effectiveness of various concepts/solutions. The projects shall conclude with the identification of a list of recommended improvements, time frame for implementation, and possible funding sources.

Interstate 35

Using past IH-35 studies as background and parallel efforts by partnering agencies, an evaluation team is working with stakeholders and constituent agencies to gain a more complete understanding of the challenges we face, and improvements that can be made. Comments and ideas gathered through this program will provide the partnering agencies involved with a framework for future improvement projects.

The program will examine benefits to local and thru traffic, to cross traffic, to transit patrons and carpoolers, to bicyclists and pedestrians, to residents, activity centers and businesses, and to the broader population of greater Austin who use this corridor in a variety of ways. Interstate travelers and regional commuters will also benefits from enhanced traffic flow.

Lamar Boulevard and Burnet Road

Consultant has completed the public involvement process and is currently working on writing the draft report for submittal. Input will be sought from boards and commissions to be included in the final report that will be submitted to the City Council.

Airport Boulevard

Consultant has completed the public involvement process. Presentation is scheduled to joint commission meeting (Planning, Urban Transportation, and Design) on Thursday 2/23/12. This will be a joint meeting with the Upper Airport Boulevard Form Based Code initiative that is also being presented. Feedback received at this meeting will be included in the final report that will be submitted to Council.

FM 969/East MLK, Jr. Blvd

STATUS OF STRATEGIC MOBILITY CORRIDOR STUDIES

A stakeholder meeting with the Austin's Colony neighborhood was held on 2/10/12 for input on current project prior to holding the final public meeting. The final public meeting to receive public input is scheduled for 4/19/12. After the meeting, the consultant will work on writing the draft report for submittal. Input will be sought from boards and commissions to be included in the final report that will be submitted to the City Council.

East Riverside Drive

A stakeholder meeting was held on 2/8/12 for input on current project prior to holding the final public meeting. The final public meeting to receive public input is scheduled for 3/20/12. After the meeting, the consultant will work on writing the draft report for submittal. Input will be sought from boards and commissions to be included in the final report that will be submitted to the City Council.

Operating Budget Schedule
FY 2012-13

February	Council Policy Retreat
March	Annual Performance Report published
March	Update to Horizon Issues Report published
April	Department Unmet Needs Report published
April 18	5-Year Financial Forecast - Presentation #1: Overview and General Fund Departments
April 25	5-Year Financial Forecast - Presentation #2: Enterprise Departments
May 2	5-Year Financial Forecast - Presentation #3: Enterprise Departments continued
May 18 - June 13	Boards and Commissions Pubic Budget Meetings
August 1	Budget Worksession #1: Proposed Budget presented
August 15	Budget Worksession #2: General Fund Departments
August 22	Budget Worksession #3: Enterprise Departments
August 23	Budget Public Hearing, Tax Rate Public Hearing and Utility Rate Hearings
August 30	Budget Public Hearing and Tax Rate Public Hearing
September 10-12	Budget and Tax Rate Adoption

DEPARTMENT: Financial Services - Budget

REQUEST NO.: 64

REQUESTED BY: Morrison

DATE REQUESTED: 8/20/10

REQUEST: The 2010-2011 5 Year Plan Capital Improvements Program includes a priority ranking for projects listed in our existing comprehensive plan (via the neighborhood plans), which by charter serves as the guide for our CIP program. However, many of these projects are not listed under the planned CIP projects for the various departments. Please explain how these projects will be incorporated into the planning for the departments to ensure funding and completion of those projects that are ready for construction. (2010-2011 5 Year Plan Capital Improvements Program, pages 3-8)

RESPONSE:

To enhance the role of neighborhood plans in the development of the annual update to the Capital Improvements Program (CIP) Five-Year Plan, a process of additional outreach began in preparation of the FY 2009-2010 CIP Plan to those neighborhoods with adopted neighborhood plans. The neighborhood plans have been divided into three groups so staff may use a three-year cycle for the outreach efforts. Neighborhood contact teams are asked to review and prioritize the recommendations and action plan items included in their neighborhood plans. The prioritizations received from the contact teams are then divided between those normally funded by operating versus capital dollars and then provided to departments for their review and consideration.

The neighborhood plan outreach effort has now gone through two cycles and over half of the 190 priorities submitted by the contact teams have been for sidewalks. As sidewalk requests consistently exceed available funding, the City utilizes a prioritization matrix tool. It is intended to be used as a foundation for sidewalk prioritization and the first step in analysis of sidewalk programs. The matrix tool provides project ranking based on several factors, including location to attractors, street classification, fiscal availability and requests via adopted neighborhood plans. When developing sidewalk programs, several steps are utilized:
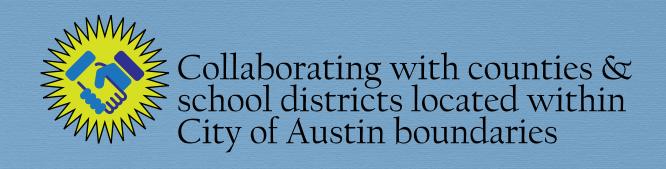
1. Identification of high priorities via the matrix tool;
2. Cost-benefit analysis;
3. Field assessments/verification;
4. Solicitation of stakeholder input;
5. Addressing of safety concerns;
6. Assess integration with the trails or bicycle master plans;
7. Development of short- and long-term work plans based on anticipated budgets; and
8. Approval of the plan by the Director of Public Works

The vast majority of projects included in the neighborhood plan prioritizations and requests would generally be funded by bond program funds or cash funding sources that provide interim funding opportunities between bond program elections, such as CIP interest. Due to current economic conditions, CIP interest earnings have not been at the levels experienced in the years preceding the advent of the neighborhood plan project prioritization process.

As a result, adequate funding has not been available to support most of the numerous neighborhood project requests submitted. As economic conditions improve, the neighborhood requests will continue to be considered for funding in the capital budget. They will also be considered for inclusion in the anticipated 2012 Bond Program.

It is important to again note this is only the second year of this new component of the CIP Plan Five-Year update process. Staff anticipates more projects submitted by the neighborhood contact teams will be incorporated into future departmental five-year plans. Finally, the funding required to carry-out these projects will require funding made available by future bond elections and other supplemental funding sources.

Agreements:

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Actions:

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Next Steps:

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Collaborating with counties & school districts located within City of Austin boundaries

Summary
Background
Notes

TOPIC: Collaborating with counties and school districts located within City of Austin boundaries.
COUNCIL SPONSOR: Kathie Tovo
ALLOTED TIME: 1 hour

ISSUES/QUESTIONS FOR DISCUSSION:

☐ Review the detailed matrix of opportunities including successful cases and those that were deemed as impossibilities from a legal standpoint.

☐ Are there any other potential opportunities for collaboration?

☐ How might the City of Austin serve as a resource to the district and Austin parents/students during this period of revenue shortfalls?

☐ _____

☐ _____

☐ _____

☐ _____

☐ _____

☐ _____

INTRODUCTION

On February 17, 2011, City Council passed a resolution directing the City Manager "to enter into discussions with the Austin Independent School District (AISD) to identify potential operational efficiencies and partnership opportunities to help ensure the success of AISD primary and secondary schools citywide."

Meetings between the City Manager's Office and the Office of the Superintendent occurred to discuss potential funding options where the City could assist AISD in lessening the blow of their budget shortfall. City Legal staff met with AISD General Counsel to share their opinions as to which options were legally feasible. High-level staff between both entities worked together to investigate and vet out the options in the attached document.

Although the City and AISD were able to find a number of interesting and exciting partnership opportunities, we were unable to find ways to provide City funds to AISD to sustain schools. There are both legal barriers and resource limitations for the operation or maintenance of underperforming schools, or to pay to renovate schools because using City funds in this way would not serve a municipal purpose. Under state law, City tax funds are to be used for municipal purposes only.

The City and AISD have kept discussions moving forward on the items where collaboration was feasible. Attached in the back up of this item are the original matrix and an update to each item.

MOVING FORWARD WITH BUDGET IMPACTS TO AISD

	Funding Option	Description of Task	Task Lead	Status
1	*APD Night Patrols of AISD Facilities*	**TASK:** Explore the feasibility of APD patrolling school district facilities at night. Effective August 8th 2011, AISD Police will not have officers on duty from 11pm - 7am. This will involve the elimination of 3 AISD Police Patrol Night Shift Positions. **AISD Budget Impact:** The elimination of 3 Police Patrol Night Shift Positions will save AISD $177,000 in salaries and benefits.	COA – Mike McDonald (Sean Mannix - APD) AISD – Mel Waxler	**LEGAL REVIEW** Yes, APD may agree to increase patrols in areas near schools. **CITY REVIEW** APD has reviewed and determined it may be able to pick up some night patrols of school facilities. There were 3206 calls of service from Sept. 2009 –Sept. 2010. The respective police departments will be working closely to align patrol schedules and needs to better determine feasibility. The department will absorb these additional patrols within their current budget.
2	*Use of Palmer Events Center*	AISD seeks space and catering services (breakfast and morning break only) from 7AM to 3PM, about once a month for staff meetings for up to 200 people. **TASK:** Determine the feasibility of allowing AISD to use space for free or at a reduced rental/catering charge. **Value of Agreement:** Value of trading City use of meeting space and AISD storage is $130,500 over a 36-month period.	COA – Rudy Garza AISD – Mel Waxler	**LEGAL REVIEW** ARAMark bills directly. Per Palmer staff, City's contract with ARAMark does not permit us to waive/reduce contractor's catering fees. City could offer a reduced facility charge. City Council may authorize partial fee waivers but not sure if this serves a municipal service. An agreement could be worked out where a trade can occur between the two entities. For example, AISD provides storage space to city, in exchange for reduced fees for use of Palmer. **CITY REVIEW** Convention Center/Palmer Management continues to work with AISD on opportunities for an exchange of Palmer facility and services for AISD storage space. The Convention Center has significant storage needs and has been in the process of identifying lease options. However, AISD has offered storage space that appears to be very viable. Staff has completed several onsite visits, and discussions with AISD on space availability, security, access, etc. Additionally, AISD has provided us dates for their "Cabinet Meetings" as well a "Back To School Bash" including the number of participants for each meeting. We have confirmed that the dates are available to accommodate AISD. The value of the storage space in exchange for room usage at Palmer was $130,500 over a thirty-six month period ($43,500/year). The interlocal was approved by Council consideration at the June 23rd Council meeting.

	Funding Option	Description of Task	Task Lead	Status
3	PARD Maintenance	The City of Austin performs maintenance on its buildings, parks and other city-owned assets. Because of the city's size and economies of scale, it may be able to provide these same services – at a cost savings – to AISD. **TASK:** Investigate the possible costs savings to AISD and feasibility of an interlocal agreement between both entities for grounds maintenance services to areas where the City has a joint-use facility or has partial or full ownership of land where an AISD facility sits. **AISD Budget Impact:** If the CoA assumed the responsibility of maintaining the school parks, the school district would be able to reduce its grounds staff by three persons, which would amount to a savings of $114,144 per year. Currently, AISD receives a reimbursement of $30,000 per year for maintaining the grounds at these parks but that revenue would be lost.	COA – Sara Hensley AISD – Lawrence Fryer	**LEGAL REVIEW** Yes, if City receives sufficient return benefit from AISD. Joint-use Properties: agreed we need to review to determine current grounds maintenance duties. **CITY REVIEW** School Parks are defined as the COA having some investment, such as a playscape, on AISD property. In 1981, the COA entered into an "Inter-local Agreement" with AISD to pursue joint-use projects. To date, PARD has a total of 22 school parks. If the City was to provide full grounds maintenance to the school parks, and additional 3.5 FTE would be needed at annual cost of $151,512. There will be some one time capital costs of $64,000 to buy equipments, supplies and two trucks. The first year costs would be $215,512. This request is not included in the City's recommended budget amounts.

MOVING FORWARD WITH NO IMMEDIATE OR DIRECT IMPACT TO BUDGET

	Funding Option	Description of Task	Task Lead	Status
4	Use of Joint Grant Resources	**TASK:** Determine if there are grant resources that can be shared among the COA and AISD, including possible joint grant submittals for future benefits. Look into an on-going relationship.	COA – Greg Canally AISD – Shirley Heiztman	**LEGAL REVIEW** Yes, city already provides significant grant funds (AISD is sub-recipient) and can continue to do so to accomplish municipal purposes. Joint grant submittals are possible but need to identify appropriate grant opportunity and agree upon usage that would benefit both city and AISD. Part or the entire grant would need to serve some municipal purpose. **CITY REVIEW** On a go-forward basis. City department's grant staffs meet monthly to discuss opportunities/collaborations. AISD staff will participate in these meetings with City grant coordinators every other month.
5	Funding for a Gang Specialist School Resource Officer	**TASK:** Grant funding for a gang school resource officer is expiring this coming August. AISD wants the City to consider funding this position. **AISD Budget Impact:** Funding for this position is $64,149 for salary and benefits.	COA – Mike McDonald (Sean Mannix - APD) AISD – Mel Waxler	**LEGAL REVIEW** Although COA may not fund AISD employee positions, if APD needs consulting expertise regarding gang activity prevention, this would be a municipal purpose and the parties could enter into an interlocal in which APD purchases specific services from AISD (example: gang presentations at PARD or community forums; research reports). AISD could in turn use the funds to fund the position or program. **CITY REVIEW** The department will continue to review the Law Department's evaluation of this request to ensure whatever, if any, action is taken is consistent with their analysis. APD does work closely with AISD on the Joint Juvenile Task Force and does have a presence in the schools with our gang prevention officers. Barring unforeseen issues, APD intends to continue the program and maintain the gang prevention presence. The department will monitor work of our gang prevention officers to determine the need for increased presence in the future.

Funding Option	Description of Task	Task Lead	Status
6	*Renovation Grants for Pease and Blackshear Elementary Schools*	**TASK:** Because of the historical significance of Pease and Blackshear Elementary Schools, City and AISD staff should jointly pursue renovation grant funding from state and federal sources. Explore both building preservation and operations and fundraising for future endowment	COA – Sue Edwards AISD – Shirley Heitzman	**LEGAL REVIEW** Depends on terms/conditions of grants identified. Grant needs to serve a municipal purpose. **CITY REVIEW** Staff will work with AISD on any joint grant opportunities that come along so long as they do serve some municipal purpose.

Funding Option	Description of Task	Task Lead	Status
7			
Library Materials *Use of Rotating Collections and staffing*	Under this suggestion, the City of Austin would buy library materials (e.g. books, multimedia, etc.) and then loan them to AISD school libraries, which would then be rotated throughout district schools.	COA – Toni Lambert AISD – Elizabeth Polk	**LEGAL REVIEW** AISD interested in rotating use of library books. Agreed that City and AISD may enter into book use agreement; City rotates books to certain schools on set schedule and AISD rotates school library books to city libraries. Each party maintains ownership of its property. **CITY REVIEW** APL staff members will be designated within each of the four regions to act as liaisons and SPOCs between the branch libraries and the AISD schools within each region. AISD will also be asked to designate a contact person for every school. Regular meetings will be scheduled between staff to discuss further collaborative efforts. AISD has agreed that forwarding on required reading lists and curriculum topics from AISD will allow us to take these factors into consideration in selecting materials and developing collections that reflect academic needs. We are also open to developing deposit collections of books and other materials to be temporarily stored and used at schools. We will continue to consult with AISD to confirm whether this is a valid response to AISD's need for materials and, if so, develop a budgetary figure to cover any additional costs associated with the deposit collections. In conjunction with AISD, we will explore the possibility of providing both database training for AISD students and staff and training for work with "at-risk" youth for AISD staff. APL staff will continue to work with AISD on joint literacy events and programming for children and teens, including class visits, story times, puppet programs, library tours and book clubs. City staff will use the existing library materials budget.

City of Austin – AISD Budget Partnership Options

	Funding Option	Description of Task	Task Lead	Status
	MOVING FORWARD OR STILL INVESTIGATING THE REQUEST			
8	*Police Dispatch Services*	Both APD and AISD have their own dispatch units. **TASK:** Investigate possible synergies between both entities.	COA – Mike McDonald (Sean Mannix - APD) AISD – Mel Waxler	**LEGAL REVIEW** Yes, the City could move forward with perhaps a mutual aid agreement to share dispatch duties. **CITY REVIEW** There is some potential for the department taking on nighttime dispatch services. Both APD and AISD have independent dispatch services. AISD logs approximately 30,000 calls for service each year. About 5,000 of those calls are between the hours of 10pm to 7am. With the radio systems of both agencies being compatible it would appear, at first blush, that it would be a simple matter to dispatch their officers in the evening hours through APD's dispatch services. However, AISD's dispatchers serve as the after hours PBX service for the entire school district. It would not be feasible or practical to take over the host of functions that are currently within the domain of AISD's dispatch services. The department will continue to explore the logistical requirements for doing so, including but not limited to a possible mutual aid agreement to share dispatch duties.
9	*Sale of AISD Central Administration Building*	Pending a possible sale, AISD may need "swing" office space in the interim to house employees. The building is currently on the market at a starting price of $32 million. AISD will not have proposals to the RFP for a couple of months. The RFP included a provision for a mandatory lease-back to the District if needed. **TASK:** Determine if the City has a centrally-located facility (approximately 260,000 sq./ft.) that can be used to house AISD's central office staff on a temporary basis, and at a reduced price in rent.	COA – Rudy Garza AISD – Mel Waxler	**LEGAL REVIEW** Yes, legally city can lease space to another government entity for less than fair market value. Tex. Local Gov. Code specifically permits this. **CITY REVIEW** There is no available space within the City's inventory.
10	*Acquisition of AISD Facilities*	**TASK:** City considering Acquiring viable and suitable AISD facilities as properties to provide one time funding to meet needs for this year's deficit.	COA – Rudy Garza AISD – Mel Waxler	**LEGAL REVIEW** Yes, city may purchase AISD building(s) for city use. Need to follow Texas laws regarding purchase of real property by municipality. **CITY REVIEW** Real Estate staff will work with AISD Facilities staff in setting up a process to notify the City when AISD properties become available.
11	*Creation of Youth Services Committees*	The City of Austin has created a Youth Services Committee with resources from Parks & Recreation, Library and Health & Human Services, with the goal of creating a shared vision to provide services to Austin's youth. **TASK:** AISD should create a similar committee so that both groups can meet to "brainstorm" on ideas for possible partnering opportunities.	COA – Bert Lumbreras, Brenda Branch, Sara Hensley, Shannon Jones AISD – Mel Waxler, Sally Rothenberg, Dr. Gloria Williams, Andri Lyons, Jane Nethercut	**LEGAL REVIEW** There is no legal issue identified regarding creation of new committee by AISD. City and AISD may create joint task force. **CITY REVIEW** The City has created a Youth Services Committee working on the initiative. They have finalized their goals and are developing a plan on how these goals are to be reached. We will work with AISD to create a similar committee and work through the same process. The plan is for the two committees to collaborate and mesh their ideas to develop a comprehensive vision for youth in City. A meeting between the two entities will occur in late July.

City of Austin – AISD Budget Partnership Options

#	Funding Option	Description of Task	Task Lead	Status
12	*Fund Specific AISD-supported Programs*	**TASK:** City will need to evaluate for possible funding for the following programs in the amount of $148,550: • Service Learning Program - $$8,050 • African-American Harvest Foundation - $26,950 and $25,000 (Joint Agreement with City and County) • Hispanic Chamber of Commerce - $8,050 • Seedling Foundation - $49,500 • University of Texas- The Institute for Community, University and School Partnerships - $31,000	COA – Bert Lumbreras AISD – Mel Waxler	**LEGAL REVIEW** AISD has advised that these programs were initially city programs for which AISD provided supplemental funds. AISD is not asking for funds for this initiative; it can no longer assist with funding these initiatives. Request is whether City can increase funding to cover the funding that AISD will cut. If the programs had an initial municipal purpose, legal presumes that purpose still exists to justify use of city funds. We will also incorporate this into the Joint City/AISD grant efforts. **CITY REVIEW** Staff will continue to review the request to determine whether it is feasible for the City to provide additional funding for the programs that AISD will no longer fund. These AISD supported programs are not included in the City's recommended budget amounts.
13	*Health and Human Services*	Redirect current AISD programs funded by the City's social services funds allocation and fund out of other sources. There were two proposals, an ESL Program and after school program that were not recommended for funding in the social service RFP process. • AISD Victory Tutorial - $342,000 • AISD Afterschool Program - $801,527 • AISD Adult Education -$160,806 • AISD ESL Program - $291,469	COA – Bert Lumbreras AISD – Mel Waxler	**LEGAL REVIEW** We are in the No Contact period of the Social Service RFP process and cannot discuss the specific program with AISD staff. **CITY REVIEW** The Victory Tutorial program scored high and was recommended for an award. Staff has since recommended 70% target funding. By doing this, staff was able to include 15 more respondents to award funding, which includes the AISD after school care program. Two out of the four AISD proposals would not be funded. The amount needed to fund these at 70% would be an additional $316,592. Staff has looked at funds from PARD that may be used to fund some of these programs. We will also look at incorporating this into the Joint City/AISD grant efforts.
14	*Fund Parent Support Specialist Program- $1.35 million*	**TASK:** City will need to evaluate for possible funding. Program does the following; • Serve as the connection between families and the community • Conducts outreach to families • Provides opportunities for family and community engagement for parents to build to build and utilize leadership skills	COA – Bert Lumbreras AISD – Mel Waxler	**LEGAL REVIEW** In order to fund this service, city would need to articulate a municipal purpose. If that purpose can be clearly identified, AISD could apply for future social services funds through new HHSD application process Assuming municipal purpose properly identified, a possible mechanism for funding would be a services agreement, City could purchase some services provided by these employees if needed to benefit kids at neighborhood centers and branch libraries. **CITY REVIEW** No funding for purchasing such services could be attained in this year's budget. If the City were to contract for such services, space at neighborhood centers would be utilized offering these services to citizens that may need it. The City's Youth Services Committee will also investigate to see if current City staff could provide some of these services within our recreation centers and libraries.

City of Austin – AISD Budget Partnership Options

	Funding Option	Description of Task	Task Lead		Status
15	Inventory of City of Austin Early Childhood Programs	**TASK:** AISD has requested an inventory and/or assessment of the early childhood programs the City funds or operates.	COA – Bert Lumbreras (Vince Cobalis, Kim McNeeley, Toni Lambert) AISD – Jacqueline Porter		**LEGAL REVIEW** There is no legal issue as long as confidential info is protected. Staff could work collaboratively with AISD to collect inventory of the childhood programs **CITY REVIEW** Staff will work with AISD to identify and compile an inventory of childhood programs the City funds or operates.
16	Partner with the City on the Use of Manchester-Bidwell feasibility project	**TASK:** AISD and County are partnering with the City on the Manchester-Bidwell feasibility project.	COA – Mike McDonald AISD – Mel Waxler		**LEGAL REVIEW** City could initiate an interlocal with AISD to assist with feasibility study. **CITY REVIEW** Staff will work with AISD to partner on the feasibility study.
17	City – AISD Bond Election Coordination	**TASK:** AISD has requested that City and school district personnel meet to develop a bond election strategy, including the possibility of holding a joint bond election on the same date.	COA – Greg Canally AISD – Lawrence Fryer, Paul Turner		**LEGAL REVIEW** Coordination on bond strategy and projects to maximize municipal and school benefit is appropriate. However, City and AISD can not hold a joint election where there share items on a same ballot, same proposition or even the same bond program. **CITY REVIEW** Coordination of specific projects and mutual timing of each entity's bond election can and should occur. As above, actual joint election can not occur due to election law and different property tax rate structure. City is currently working on capital needs assessment that will be ready in fall.
18	Funding Support for Impact System for Dropout Prevention	**TASK:** AISD is requesting financial and technical assistance for a new software tool aimed at strengthening the Impact System for dropout prevention. This system would move AISD, City and Community from an advanced system within AISD to an integrated system, focusing first and foremost on the Judicial system, in concert with the work that the Judicial Supports task force has undertaken. This is related to the pilot project that has already been approved, which is conceptual in nature, and moves it to a developmental stage that cannot be done for less than $50,000.	COA – Bert Lumbreras AISD – Mel Waxler		**LEGAL REVIEW** If a municipal purpose can be identified and agreement is structured so City receives clear benefit in return for funds, then the City could move forward. For instance, if city identifies municipal need for software and receives license to use software or shares ownership of software with AISD. **CITY REVIEW** This will be considered through the traditional Joint Subcommittee process.
19	Collaboration with City's Demographer	AISD has requested closer collaboration with the City Demographer so that it has earlier access to Census data. **TASK:** Request that Ryan Robinson, the City's demographer, give a presentation at the next COA-AISD meeting on the city's changing demographic profile and its possible impact on AISD.	COA – Ryan Robinson AISD – Lawrence Fryer		**LEGAL REVIEW** Yes, no legal issue. **CITY REVIEW** Demographer already has a close relationship with AISD. Data is shared on a regular basis and there is a fully collaborative relationship. Staff will be meeting with AISD on a quarterly basis. We would also bring in those ISDs that are impacted where populations are moving to.

City of Austin – AISD Budget Partnership Options

	Funding Option	Description of Task	Task Lead	Status
20	*Facility Utility Audits*	**TASK:** AISD is requesting the City's assistance with utility audits in an effort to determine if cost-savings can be achieved at district facilities.	COA – Lucia Athens AISD – Lawrence Fryer	**LEGAL REVIEW** Yes, City may offer audit services to other organizations. **CITY REVIEW** Collectively, Austin Water (AW), Austin Energy (AE) and the Solid Waste Services Department (SWS) offer AISD an array of information, services and incentives connected to utility cost-saving measures. Due to the wide range of programs, it is safe to say that there has not been comprehensive enrollment in all programs across all AISD facilities. Many incentives require some investment by the customer, and as such are not cost neutral for AISD at the outset, even if paid back over time. All bond construction is required to achieve a two-star AE Green Building rating. A full facility audit may require detailed data collection, monitoring, and preparation of extensive recommendations for improvements. Depending on the facility, this could require many hours of staff or consulting time. More basic "walk-through" assessments may entail a briefer and less detailed assessment of opportunities for facility improvements. Additionally, staff are available to guide AISD on the process to perform self-audits. The Chief Sustainability Officer recently met with AISD facilities committee at their request and they submitted three areas where they would like additional assistance from the City. Staff has not yet reviewed these requests or had a chance to determine if they are feasible. The areas of interest include Power Factor Correction, Electronic Billing and Load Profiling metering technology.
21	*Performance Contracting*	The City of Austin has successfully used this type of contracting to identify and evaluate energy saving opportunities, with the savings paying for a package of improvements. In such instances, the contractor was paid from the savings that were realized, with no upfront cost to the City. **TASK:** AISD should consider hiring a performance contractor to identify energy-saving opportunities.	COA – Lucia Athens AISD – Lawrence Fryer	**LEGAL REVIEW** Yes, City may advise AISD contractor regarding energy savings. **CITY REVIEW** AISD provided input to the Chief Sustainability Officer regarding this issue. They have not used performance based contracting extensively, for various reasons. However, they are open to this in the future. In addition, AE has assisted them with a program similar to performance based contracting where the contractor guarantees certain savings and a loan is secured based upon this. This program has been successful and AISD is planning to expand the program. These are referred to as SECO loans (LoanSTAR).

City of Austin – AISD Budget Partnership Options

	Funding Option	Description of Task	Task Lead	Status
22	*Contracting for CIP Delivery*	AISD has a substantial need in the coming years for construction services, which the City may be able to provide through an interlocal agreement. **TASK:** AISD should explore contracting with the City for CIP services (e.g. use of project managers, engineering and design services, etc.) to determine if cost savings might be achieved.	COA – Mike Trimble AISD – Lawrence Fryer	**LEGAL REVIEW** Several issues to address before moving forward. How would city establish fees/charges to AISD? Would we offer these services to other government entities if requested? Would AISD's procurement of these services be in compliance with state law? Liability concerns. AISD would likely need commercial insurance; consult with Carol Vance. **CITY REVIEW** The two primary issues that would need to be assessed further are (1) capacity of existing COA staff/resources to provide such services, given current and projected workload demands, and (2) cost related to provision of such services. Public Works is primarily responsible for providing capital project management services as well as in-house design services for the capital program. CLMD is responsible for providing capital project contracting and procurement services. All services are paid for on a charge-back basis by the funds allocated for COA capital projects. Both departments' operating budgets rely on such revenues as part of the Capital Projects Management Fund (CPMF). If in-kind services are explored, the cost of such services, how they will be accounted for and the potential impact to the Public Works/CLMD operating budgets would need to be determined. With respect to capacity, Public Works and CLMD would need to be consulted on what is possible given existing and projected workload. Both departments are staffed based upon current and anticipated city capital projects workload. The City would need to determine from AISD the CIP delivery resource needs and then make a final determination as to available capacity for such purposes.

City of Austin – AISD Budget Partnership Options

	Funding Option	Description of Task	Task Lead	Status
23	*Lower Utility Rates*	**TASK:** Explore the feasibility of providing lower utility rates (Austin Energy and Austin Water Utility) to AISD.	COA – Lucia Athens AISD – Lawrence Fryer	**LEGAL REVIEW** By state law, city water rates, including Austin's, must be "fair, just, and reasonable." If the city could justify, in a rate change, with attendant rate analysis, a rate classification called "school district", arguably the rates could be changed. The classification should be sound enough in its justification to withstand a potential legal appeal. Council has the authority to lower AISD electric rates. Any electric rate offered to AISD would need to be applied to all other ISDs within the AE service territory in a non-discriminatory manner. The Public Utility Commission of Texas has appellate jurisdiction over any rate applied outside the Austin city limits. **CITY REVIEW** All school districts are designated as a commercial use in the current fee schedule. In order to develop a new classification, a rate analysis would need to be conducted on their particular properties. This analysis would need to include all school districts within the City's service district. If it was determined that a new classification could be made and a rate was recommended that was below cost of service, then City Council would need to adopt it as a budget amendment or during the budget process. However, it should be noted that when classifications are given reduced rates below service costs, the difference is spread out among the other classifications. For instance, if a school district is given a special, reduced rate, then that loss of revenue would be collected from residential, multi-family or commercial rate classifications. If directed to move forward with determining a new classification, staff would begin that process. One downside of providing lower rates, versus helping to finance efficiency improvements, is that it does not create an incentive for using water and energy more efficiently. AE already has two special rates for surrounding school districts to participate in. one is the general service demand rate and the other is the time-of-use rate. The general service demand rate is applicable to electric service required by any institution providing formal educational training for kindergarten, elementary, middle, or high school students with a pronounced reduction in demand during June, July, and August or any independent school district account. This rate is further applicable to a customer whose demand for power meets or exceeds 20 kilowatts for any month within the most recent six summer billing months or as determined by the City of Austin. This rate classification shall be applied for a term of not less than one year (twelve months) following the month in which the criteria is met. If a customer has made significant changes in his connected load which prevents the customer from meeting or exceeding 20 kilowatts in any summer billing month and if the change has been certified by the Electric Utility, the City of Austin may waive the one year requirement. The time-of-use rate is applicable to an Independent school district account whose demand for power meets or exceeds 20 kilowatts for any month within the most recent six summer billing months or as determined by the City of Austin. This rate classification shall be applied for a term of not less than one year (twelve months) following the month in which the criteria is met. As stated, if a customer has made significant changes in his connected load which would prevent that customer from meeting or exceeding 20 kilowatts in any summer billing month and if the change has been certified by the Electric Utility, the City of Austin may waive the one year requirement.

City of Austin – AISD Budget Partnership Options

	Funding Option	Description of Task	Task Lead	Status
24	Joint Insurance Plan between City, AISD and Travis County	**TASK:** Explore the feasibility of participating in a joint RFP for health insurance plan for employees for each entity.	COA – Mark Washington AISD – Michael Houser County – Diane Blankenship Cap Metro – Rep TBD	**LEGAL REVIEW** The City could participate in such an agreement so long as the interest of the City and its employees are identified and City receives services it is paying for. **CITY REVIEW** HRD will begin conversation with the County, Cap Metro and AISD HR staff to have some exploratory discussions about each entity's medical benefit plan and any mutual needs that can be potentially met through a future government risk pool. An initial meeting will occur on June 9th but the earliest any item would be considered would be sometime in June 2013.

DOES NOT SERVE A MUNICIPAL PURPOSE

	Funding Option	Description of Task	Task Lead	Status
25	Waiver of City Alarm Fee	**TASK:** The City should consider waiving the alarm fee for AISD facilities during the hours of 10 p.m. to 6 a.m., at a possible cost savings of $80,000 to the school district.	COA – Mike McDonald AISD – Mel Waxler	**LEGAL REVIEW** Not a municipal purpose; high risk. The City charges itself these fees, so difficult to justify waiver serves municipal purpose. **CITY REVIEW** The City will not permit the waiver of alarm fees. Because the City charges itself these fees, the Law Department has determined there is no legal justification to pay these fees on behalf of AISD, nor has it found ample justification that such a waiver would serve a municipal purpose.
26	Funding for Under-enrolled or Inefficiently operating Schools	**TASK:** Funding to maintain under-enrolled or otherwise inefficiently operating schools to preserve and nurture related neighborhoods until such time as the neighborhoods have enough student in their respective attendance zones to make the schools viable in and of themselves ($11+ million)	COA – Leslie Browder AISD – Mel Waxler	**LEGAL REVIEW** Not a municipal purpose - high risk, advise against using City funds to operate/maintain schools. If AISD decides to close schools for period of time, City could lease and operate facilities for municipal purposes for a period of time. **CITY REVIEW** n/a
27	Funding of renovation, Maintenance and Operation of 2 State and Local Historic Schools	**TASK:** Funding for the renovation ($7.7 million) and maintenance and operation ($712,000/yr) of Pease Elementary School; and for the renovation ($7.3 million) and maintenance and operation ($984,500/yr) of Blackshear Elementary School, as State and local historic treasures.	COA – Leslie Browder AISD – Mel Waxler	**LEGAL REVIEW** Not a municipal purpose - high risk, advise against using City funds to renovate or build schools. AISD was advised that if these are historical sites, AISD may wish to apply for grant funds for which their sites are eligible. **CITY REVIEW** N/A

City of Austin – AISD Budget Partnership Options

	Funding Option	Description of Task	Task Lead	Status
28	*Secondary School Librarians and other Library-Related Assistance*	**TASK:** Fund District's Secondary School Librarians and other Library-Related Assistance ($1.13 million)	COA – Brenda Branch AISD – Mel Waxler	**LEGAL REVIEW** Not a municipal purpose; high risk & not advised However, City and AISD could enter agreement under which city librarians provide presentations/advice to AISD librarians and AISD librarians provide similar services to city's lib. dept. **CITY REVIEW** N/A

City of Austin – AISD Budget Partnership Options Update

	Funding Option	Description of Task	Task Lead	Status
	MOVING FORWARD WITH BUDGET IMPACTS TO AISD			
1	*APD Night Patrols of AISD Facilities*	**TASK:** Explore the feasibility of APD patrolling school district facilities at night. Effective August 8th 2011, AISD Police will not have officers on duty from 11pm - 7am. This will involve the elimination of 3 AISD Police Patrol Night Shift Positions. **AISD Budget Impact:** The elimination of 3 Police Patrol Night Shift Positions will save AISD $177,000 in salaries and benefits.	COA – Mike McDonald (Sean Mannix - APD) AISD – Mel Waxler	**LEGAL REVIEW** Yes, APD may agree to increase patrols in areas near schools. **CITY REVIEW** APD has reviewed and determined it may be able to pick up some night patrols of school facilities. There were 3206 calls of service from Sept. 2009 –Sept. 2010. The respective police departments will be working closely to align patrol schedules and needs to better determine feasibility. The department will absorb these additional patrols within their current budget. **UPDATE** AISD requested that APD look at feasibility of patrolling AISD facilities at night. During the last budget period, AISD lost three patrol positions. As a result APD agreed to pick up the night patrols and alarm responses. AISD later put one position back on night patrol, however, whenever that unit is unavailable to respond to issues of a criminal nature or alarm calls, APD remains the responding agency. Until AISD patrols are fully restored, APD will continue to conduct patrols and respond to calls.
2	*Use of Palmer Events Center*	AISD seeks space and catering services (breakfast and morning break only) from 7AM to 3PM, about once a month for staff meetings for up to 200 people. **TASK:** Determine the feasibility of allowing AISD to use space for free or at a reduced rental/catering charge. **Value of Agreement:** Value of trading City use of meeting space and AISD storage is $130,500 over a 36-month period.	COA – Rudy Garza AISD – Mel Waxler	**LEGAL REVIEW** ARAMark bills directly. Per Palmer staff, City's contract with ARAMark does not permit us to waive/reduce contractor's catering fees. City could offer a reduced facility charge. City Council may authorize partial fee waivers but not sure if this serves a municipal service. An agreement could be worked out where a trade can occur between the two entities. For example, AISD provides storage space to city, in exchange for reduced fees for use of Palmer. **CITY REVIEW** Convention Center/Palmer Management continues to work with AISD on opportunities for an exchange of Palmer facility and services for AISD storage space. The Convention Center has significant storage needs and has been in the process of identifying lease options. However, AISD has offered storage space that appears to be very viable. Staff has completed several onsite visits, and discussions with AISD on space availability, security, access, etc. Additionally, AISD has provided us dates for their "Cabinet Meetings" as well a "Back To School Bash" including the number of participants for each meeting. We have confirmed that the dates are available to accommodate AISD. The value of the storage space in exchange for room usage at Palmer was $130,500 over a thirty-six month period ($43,500/year). The interlocal was approved by Council consideration at the June 23rd Council meeting. **UPDATE** Currently AISD has saved or will save a total of $34,896.00 at Palmer since January, 2012. Below is the exact wording from the Interlocal and the back-up information. This does not include any of the 2011 events which included a Back to School Fair at the Center in August, 2011, Summer School Graduation in August, 2011, an Expanded Cabinet Meeting at Palmer in September, 2011, October, 2011 and November, 2011.

City of Austin – AISD Budget Partnership Options Update

	Funding Option	Description of Task	Task Lead	Status
3	*PARD Maintenance*	The City of Austin performs maintenance on its buildings, parks and other city-owned assets. Because of the city's size and economies of scale, it may be able to provide these same services – at a cost savings – to AISD. **TASK:** Investigate the possible costs savings to AISD and feasibility of an interlocal agreement between both entities for grounds maintenance services to areas where the City has a joint-use facility or has partial or full ownership of land where an AISD facility sits. **AISD Budget Impact:** If the CoA assumed the responsibility of maintaining the school parks, the school district would be able to reduce its grounds staff by three persons, which would amount to a savings of $114,144 per year. Currently, AISD receives a reimbursement of $30,000 per year for maintaining the grounds at these parks but that revenue would be lost.	COA – Sara Hensley AISD – Lawrence Fryer	**LEGAL REVIEW** Yes, if City receives sufficient return benefit from AISD. Joint-use Properties: agreed we need to review to determine current grounds maintenance duties. **CITY REVIEW** School Parks are defined as the COA having some investment, such as a playscape, on AISD property. In 1981, the COA entered into an "Inter-local Agreement" with AISD to pursue joint-use projects. To date, PARD has a total of 22 school parks. If the City was to provide full grounds maintenance to the school parks, and additional 3.5 FTE would be needed at annual cost of $151,512. There will be some one time capital costs of $64,000 to buy equipments, supplies and two trucks. The first year costs would be $215,512. This request is not included in the City's recommended budget amounts. ==**UPDATE**== ==PARD currently pays AISD $30K to maintain the joint 22 sites. It would cost the City $290K and 4 FTEs to take on sole maintenance of the sites. We did not put it in the budget last year because it's more of a cost savings for the City to pay AISD. Discussions have not taken place with AISD about moving away from our current agreement to pay them to maintain the sites.==

==MOVING FORWARD WITH NO IMMEDIATE OR DIRECT IMPACT TO BUDGET==

	Funding Option	Description of Task	Task Lead	Status
4	*Use of Joint Grant Resources*	**TASK:** Determine if there are grant resources that can be shared among the COA and AISD, including possible joint grant submittals for future benefits. Look into an on-going relationship.	COA – Greg Canally AISD – Shirley Heiztman	**LEGAL REVIEW** Yes, city already provides significant grant funds (AISD is sub-recipient) and can continue to do so to accomplish municipal purposes. Joint grant submittals are possible but need to identify appropriate grant opportunity and agree upon usage that would benefit both city and AISD. Part or the entire grant would need to serve some municipal purpose. **CITY REVIEW** On a go-forward basis. City department's grant staffs meet monthly to discuss opportunities/collaborations. AISD staff will participate in these meetings with City grant coordinators every other month.

City of Austin – AISD Budget Partnership Options Update

	Funding Option	Description of Task	Task Lead	Status
5	*Funding for a Gang Specialist School Resource Officer*	**TASK:** Grant funding for a gang school resource officer is expiring this coming August. AISD wants the City to consider funding this position. **AISD Budget Impact:** Funding for this position is $64,149 for salary and benefits.	COA – Mike McDonald (Sean Mannix – APD) AISD – Mel Waxler	**LEGAL REVIEW** Although COA may not fund AISD employee positions, if APD needs consulting expertise regarding gang activity prevention, this would be a municipal purpose and the parties could enter into an interlocal in which APD purchases specific services from AISD (example: gang presentations at PARD or community forums; research reports). AISD could in turn use the funds to fund the position or program. **CITY REVIEW** The department will continue to review the Law Department's evaluation of this request to ensure whatever, if any, action is taken is consistent with their analysis. APD does work closely with AISD on the Joint Juvenile Task Force and does have a presence in the schools with our gang prevention officers. Barring unforeseen issues, APD intends to continue the program and maintain the gang prevention presence. The department will monitor work of our gang prevention officers to determine the need for increased presence in the future. **UPDATE** <mark>APD did further exploration and could not fund the position due to legal reasons. However, APD has maintained two officers working with AISD in their gang prevention unit.</mark>
6	*Renovation Grants for Pease and Blackshear Elementary Schools*	**TASK:** Because of the historical significance of Pease and Blackshear Elementary Schools, City and AISD staff should jointly pursue renovation grant funding from state and federal sources. Explore both building preservation and operations and fundraising for future endowment	COA – Sue Edwards AISD – Shirley Heitzman	**LEGAL REVIEW** Depends on terms/conditions of grants identified. Grant needs to serve a municipal purpose. **CITY REVIEW** Staff will work with AISD on any joint grant opportunities that come along so long as they do serve some municipal purpose.

City of Austin – AISD Budget Partnership Options Update

	Funding Option	Description of Task	Task Lead	Status
7	*Library Materials* *Use of Rotating Collections and staffing*	Under this suggestion, the City of Austin would buy library materials (e.g. books, multimedia, etc.) and then loan them to AISD school libraries, which would then be rotated throughout district schools.	COA – Toni Lambert AISD – Elizabeth Polk	**LEGAL REVIEW** AISD interested in rotating use of library books. Agreed that City and AISD may enter into book use agreement; City rotates books to certain schools on set schedule and AISD rotates school library books to city libraries. Each party maintains ownership of its property. **CITY REVIEW** APL staff members will be designated within each of the four regions to act as liaisons and SPOCs between the branch libraries and the AISD schools within each region. AISD will also be asked to designate a contact person for every school. Regular meetings will be scheduled between staff to discuss further collaborative efforts. AISD has agreed that forwarding on required reading lists and curriculum topics from AISD will allow us to take these factors into consideration in selecting materials and developing collections that reflect academic needs. We are also open to developing deposit collections of books and other materials to be temporarily stored and used at schools. We will continue to consult with AISD to confirm whether this is a valid response to AISD's need for materials and, if so, develop a budgetary figure to cover any additional costs associated with the deposit collections. In conjunction with AISD, we will explore the possibility of providing both database training for AISD students and staff and training for work with "at-risk" youth for AISD staff. APL staff will continue to work with AISD on joint literacy events and programming for children and teens, including class visits, story times, puppet programs, library tours and book clubs. City staff will use the existing library materials budget. **UPDATE** APL staff liaisons have been designated for the four regions of the library system and this information has been shared with Elizabeth Polk of AISD. There have been seven library tours for AISD classes at various branch libraries so far this school year. APL has also participated in 13 joint literacy or programming events with AISD since August 1, 2011. In addition, APL staff have made 20 class visits to AISD schools from September 2011 through February 7, 2012 to present programs such as puppet shows and book talks. The staff member who manages the APL Second Chance Books program with Gardner Betts presented a training class on working with at-risk youth for 40 AISD staff members at Allan Elementary as part of an AISD staff development day.

City of Austin – AISD Budget Partnership Options Update

MOVING FORWARD OR STILL INVESTIGATING THE REQUEST

	Funding Option	Description of Task	Task Lead	Status
8	Police Dispatch Services	Both APD and AISD have their own dispatch units. **TASK:** Investigate possible synergies between both entities.	COA – Mike McDonald (Sean Mannix - APD) AISD – Mel Waxler	**LEGAL REVIEW** Yes, the City could move forward with perhaps a mutual aid agreement to share dispatch duties. **CITY REVIEW** There is some potential for the department taking on nighttime dispatch services. Both APD and AISD have independent dispatch services. AISD logs approximately 30,000 calls for service each year. About 5,000 of those calls are between the hours of 10pm to 7am. With the radio systems of both agencies being compatible it would appear, at first blush, that it would be a simple matter to dispatch their officers in the evening hours through APD's dispatch services. However, AISD's dispatchers serve as the after hours PBX service for the entire school district. It would not be feasible or practical to take over the host of functions that are currently within the domain of AISD's dispatch services. The department will continue to explore the logistical requirements for doing so, including but not limited to a possible mutual aid agreement to share dispatch duties. **UPDATE** Due to operational obstacles, we were not able to accommodate the request. AISD determined they needed to maintain their own dispatch services to meet the needs of their overall communications and PBX needs.
9	Sale of AISD Central Administration Building	Pending a possible sale, AISD may need "swing" office space in the interim to house employees. The building is currently on the market at a starting price of $32 million. AISD will not have proposals to the RFP for a couple of months. The RFP included a provision for a mandatory lease-back to the District if needed. **TASK:** Determine if the City has a centrally-located facility (approximately 260,000 sq. /ft.) that can be used to house AISD's central office staff on a temporary basis, and at a reduced price in rent.	COA – Rudy Garza AISD – Mel Waxler	**LEGAL REVIEW** Yes, legally city can lease space to another government entity for less than fair market value. Tex. Local Gov. Code specifically permits this. **CITY REVIEW** There is no available space within the City's inventory.
10	Acquisition of AISD Facilities	**TASK:** City considering Acquiring viable and suitable AISD facilities as properties to provide one time funding to meet needs for this year's deficit.	COA – Rudy Garza AISD – Mel Waxler	**LEGAL REVIEW** Yes, city may purchase AISD building(s) for city use. Need to follow Texas laws regarding purchase of real property by municipality. **CITY REVIEW** Real Estate staff will work with AISD Facilities staff in setting up a process to notify the City when AISD properties become available.

City of Austin – AISD Budget Partnership Options Update

	Funding Option	Description of Task	Task Lead	Status
11	*Creation of Youth Services Committees*	The City of Austin has created a Youth Services Committee with resources from Parks & Recreation, Library and Health & Human Services, with the goal of creating a shared vision to provide services to Austin's youth. **TASK:** AISD should create a similar committee so that both groups can meet to "brainstorm" on ideas for possible partnering opportunities.	COA – Bert Lumbreras, Brenda Branch, Sara Hensley, Shannon Jones AISD – Mel Waxler, Sally Rothenberg, Dr. Gloria Williams, Andri Lyons, Jane Nethercut	**LEGAL REVIEW** There is no legal issue identified regarding creation of new committee by AISD. City and AISD may create joint task force. **CITY REVIEW** The City has created a Youth Services Committee working on the initiative. They have finalized their goals and are developing a plan on how these goals are to be reached. We will work with AISD to create a similar committee and work through the same process. The plan is for the two committees to collaborate and mesh their ideas to develop a comprehensive vision for youth in City. A meeting between the two entities will occur in late July. ==**UPDATE** The City's team (led by Dr. Chiquita Eugene) is finalizing the report and findings. The information will be provided to Council and then will shared with our partners like AISD to see where collaborations can be forged.==
12	*Fund Specific AISD-supported Programs*	**TASK:** City will need to evaluate for possible funding for the following programs in the amount of $148,550: • Service Learning Program - $$8,050 • African-American Harvest Foundation - $26,950 and $25,000 (Joint Agreement with City and County) • Hispanic Chamber of Commerce - $8,050 • Seedling Foundation - $49,500 • University of Texas- The Institute for Community, University and School Partnerships - $31,000	COA – Bert Lumbreras AISD – Mel Waxler	**LEGAL REVIEW** AISD has advised that these programs were initially city programs for which AISD provided supplemental funds. AISD is not asking for funds for this initiative; it can no longer assist with funding these initiatives. Request is whether City can increase funding to cover the funding that AISD will cut. If the programs had an initial municipal purpose, legal presumes that purpose still exists to justify use of city funds. We will also incorporate this into the Joint City/AISD grant efforts. **CITY REVIEW** Staff will continue to review the request to determine whether it is feasible for the City to provide additional funding for the programs that AISD will no longer fund. These AISD supported programs are not included in the City's recommended budget amounts.

City of Austin – AISD Budget Partnership Options Update

	Funding Option	Description of Task	Task Lead	Status
13	*Health and Human Services*	Redirect current AISD programs funded by the City's social services funds allocation and fund out of other sources. There were two proposals, an ESL Program and after school program that were not recommended for funding in the social service RFP process. • AISD Victory Tutorial - $342,000 • AISD Afterschool Program - $801,527 • AISD Adult Education - $160,806 • AISD ESL Program - $291,469	COA – Bert Lumbreras AISD – Mel Waxler	**LEGAL REVIEW** We are in the No Contact period of the Social Service RFP process and cannot discuss the specific program with AISD staff. **CITY REVIEW** The Victory Tutorial program scored high and was recommended for an award. Staff has since recommended 70% target funding. By doing this, staff was able to include 15 more respondents to award funding, which includes the AISD after school care program. Two out of the four AISD proposals would not be funded. The amount needed to fund these at 70% would be an additional $316,592. Staff has looked at funds from PARD that may be used to fund some of these programs. We will also look at incorporating this into the Joint City/AISD grant efforts. **UPDATE** <mark>Beginning April 1st, the City will begin 2 - 30 month social contract for the Victory Program and the Primetime program. Both contracts total about $707,264 per year for a total amount of $1,768,160 for the term of the contracts.</mark>
14	*Fund Parent Support Specialist Program- $1.35 million*	**TASK:** City will need to evaluate for possible funding. Program does the following: • Serve as the connection between families and the community • Conducts outreach to families • Provides opportunities for family and community engagement for parents to to build to build and utilize leadership skills	COA – Bert Lumbreras AISD – Mel Waxler	**LEGAL REVIEW** In order to fund this service, city would need to articulate a municipal purpose. If that purpose can be clearly identified, AISD could apply for future social services funds through new HHSD application process Assuming municipal purpose properly identified, a possible mechanism for funding would be a services agreement, City could purchase some services provided by these employees if needed to benefit kids at neighborhood centers and branch libraries. **CITY REVIEW** No funding for purchasing such services could be attained in this year's budget. If the City were to contract for such services, space at neighborhood centers would be utilized offering these services to citizens that may need it. The City's Youth Services Committee will also investigate to see if current City staff could provide some of these services within our recreation centers and libraries. **UPDATE** <mark>The City's youth service's team is still looking into this request.</mark>

City of Austin – AISD Budget Partnership Options Update

	Funding Option	Description of Task	Task Lead	Status
15	*Inventory of City of Austin Early Childhood Programs*	**TASK:** AISD has requested an inventory and/or assessment of the early childhood programs the City funds or operates.	COA – Bert Lumbreras (Vince Cobalis, Kim McNeeley, Toni Lambert) AISD – Jacqueline Porter	**LEGAL REVIEW** There is no legal issue as long as confidential info is protected. Staff could work collaboratively with AISD to collect inventory of the childhood programs **CITY REVIEW** Staff will work with AISD to identify and compile an inventory of childhood programs the City funds or operates. **UPDATE** The City has been compiling all the different childhood programs that the city funds or operates. There are many programs (over 300) that the city administers for children. Once the list is finalized, we will share with AISD and other school districts to determine where efficiencies or opportunities for collaboration exist.
16	*Partner with the City on the Use of Manchester-Bidwell feasibility project*	**TASK:** AISD and County are partnering with the City on the Manchester-Bidwell feasibility project.	COA – Mike McDonald AISD – Mel Waxler	**LEGAL REVIEW** City could initiate an interlocal with AISD to assist with feasibility study. **CITY REVIEW** Staff will work with AISD to partner on the feasibility study. **UPDATE** Staff have received a draft of the feasibility study and will meet to discuss next step.
17	*City – AISD Bond Election Coordination*	**TASK:** AISD has requested that City and school district personnel meet to develop a bond election strategy, including the possibility of holding a joint bond election on the same date.	COA – Greg Canally AISD – Lawrence Fryer, Paul Turner	**LEGAL REVIEW** Coordination on bond strategy and projects to maximize municipal and school benefit is appropriate. However, City and AISD can not hold a joint election where there share items on a same ballot, same proposition or even the same bond program. **CITY REVIEW** Coordination of specific projects and mutual timing of each entity's bond election can and should occur. As above, actual joint election can not occur due to election law and different property tax rate structure. City is currently working on capital needs assessment that will be ready in fall. **UPDATE** The City and AISD have been coordinating and participating on projects that involve voter-approved bond funding at the department level. Capital Planning and Public Works staff met with AISD Construction Management staff in the summer/fall of 2011 to discuss additional opportunities for coordination on facilities and capital improvement planning efforts. Based on the program areas identified in the 2011 Capital Needs Assessment and ongoing discussions with AISD at the department and corporate level, we anticipate that additional opportunities for collaboration will exist as part of bond development and implementation for both entities.

	Funding Option	Description of Task	Task Lead	Status
18	*Funding Support for Impact System for Dropout Prevention*	**TASK:** AISD is requesting financial and technical assistance for a new software tool aimed at strengthening the Impact System for dropout prevention. This system would move AISD, City and Community from an advanced system within AISD to an integrated system, focusing first and foremost on the Judicial system, in concert with the work that the Judicial Supports task force has undertaken. This is related to the pilot project that has already been approved, which is conceptual in nature, and moves it to a developmental stage that cannot be done for less than $50,000.	COA – Bert Lumbreras AISD – Mel Waxler	**LEGAL REVIEW** If a municipal purpose can be identified and agreement is structured so City receives clear benefit in return for funds, then the City could move forward. For instance, if city identifies municipal need for software and receives license to use software or shares ownership of software with AISD. **CITY REVIEW** This will be considered through the traditional Joint Subcommittee process. **UPDATE** AISD had requested financial and technical assistance for new software that would strengthen the Impact System for dropout prevention. There is a current pilot program in place that addresses needed infrastructure that was implemented through the AISD Family Resource Center. Discussions are still occurring between AISD, City and the County to ensure that the this additional software support is brought before the Joint Subcommittee of the three entities and a recommendation is made to each governing body to continue our participation in the current pilot program.
19	*Collaboration with City's Demographer*	AISD has requested closer collaboration with the City Demographer so that it has earlier access to Census data. **TASK:** Request that Ryan Robinson, the City's demographer, give a presentation at the next COA-AISD meeting on the city's changing demographic profile and its possible impact on AISD.	COA – Ryan Robinson AISD – Lawrence Fryer	**LEGAL REVIEW** Yes, no legal issue. **CITY REVIEW** Demographer already has a close relationship with AISD. Data is shared on a regular basis and there is a fully collaborative relationship. Staff will be meeting with AISD on a quarterly basis. We would also bring in those ISDs that are impacted where populations are moving to. **UPDATE** The demographer has met with AISD officials and will meet as necessary upon the request of AISD.

City of Austin – AISD Budget Partnership Options Update

	Funding Option	Description of Task	Task Lead	Status
20	*Facility Utility Audits*	**TASK:** AISD is requesting the City's assistance with utility audits in an effort to determine if cost-savings can be achieved at district facilities.	COA – Lucia Athens AISD – Lawrence Fryer	**LEGAL REVIEW** Yes, City may offer audit services to other organizations. **CITY REVIEW** Collectively, Austin Water (AW), Austin Energy (AE) and the Solid Waste Services Department (SWS) offer AISD an array of information, services and incentives connected to utility cost-saving measures. Due to the wide range of programs, it is safe to say that there has not been comprehensive enrollment in all programs across all AISD facilities. Many incentives require some investment by the customer, and as such are not cost neutral for AISD at the outset, even if paid back over time. All bond construction is required to achieve a two-star AE Green Building rating. A full facility audit may require detailed data collection, monitoring, and preparation of extensive recommendations for improvements. Depending on the facility, this could require many hours of staff or consulting time. More basic "walk-through" assessments may entail a briefer and less detailed assessment of opportunities for facility improvements. Additionally, staff are available to guide AISD on the process to perform self-audits. The Chief Sustainability Officer recently met with AISD facilities committee at their request and they submitted three areas where they would like additional assistance from the City. Staff has not yet reviewed these requests or had a chance to determine if they are feasible. The areas of interest include Power Factor Correction, Electronic Billing and Load Profiling metering technology. **UPDATE** ==The Chief Sustainability Office has met with AISD on Facility Audits. AISD identified three major areas where they have requested the City's assistance to reduce electrical usage. Staff will continue to explore opportunities.==
21	*Performance Contracting*	The City of Austin has successfully used this type of contracting to identify and evaluate energy saving opportunities, with the savings paying for a package of improvements. In such instances, the contractor was paid from the savings that were realized, with no upfront cost to the City. **TASK:** AISD should consider hiring a performance contractor to identify energy-saving opportunities.	COA – Lucia Athens AISD – Lawrence Fryer	**LEGAL REVIEW** Yes, City may advise AISD contractor regarding energy savings. **CITY REVIEW** AISD provided input to the Chief Sustainability Officer regarding this issue. They have not used performance based contracting extensively, for various reasons. However, they are open to this in the future. In addition, AE has assisted them with a program similar to performance based contracting where the contractor guarantees certain savings and a loan is secured based upon this. This program has been successful and AISD is planning to expand the program. These are referred to as SECO loans (LoanSTAR). **UPDATE** ==The City will continue to advise on performance contracting as requests come from AISD.==

City of Austin – AISD Budget Partnership Options Update

	Funding Option	Description of Task	Task Lead	Status
22	*Contracting for CIP Delivery*	AISD has a substantial need in the coming years for construction services, which the City may be able to provide through an interlocal agreement. **TASK:** AISD should explore contracting with the City for CIP services (e.g. use of project managers, engineering and design services, etc.) to determine if cost savings might be achieved.	COA – Mike Trimble AISD – Lawrence Fryer	**LEGAL REVIEW** Several issues to address before moving forward. How would city establish fees/charges to AISD? Would we offer these services to other government entities if requested? Would AISD's procurement of these services be in compliance with state law? Liability concerns. AISD would likely need commercial insurance; consult with Carol Vance. **CITY REVIEW** The two primary issues that would need to be assessed further are (1) capacity of existing COA staff/resources to provide such services, given current and projected workload demands, and (2) cost related to provision of such services. Public Works is primarily responsible for providing capital project management services as well as in-house design services for the capital program. CLMD is responsible for providing capital project contracting and procurement services. All services are paid for on a charge-back basis by the funds allocated for COA capital projects. Both departments' operating budgets rely on such revenues as part of the Capital Projects Management Fund (CPMF). If in-kind services are explored, the cost of such services, how they will be accounted for and the potential impact to the Public Works/CLMD operating budgets would need to be determined. With respect to capacity, Public Works and CLMD would need to be consulted on what is possible given existing and projected workload. Both departments are staffed based upon current and anticipated city capital projects workload. The City would need to determine from AISD the CIP delivery resource needs and then make a final determination as to available capacity for such purposes.

City of Austin – AISD Budget Partnership Options Update

	Funding Option	Description of Task	Task Lead	Status
23	*Lower Utility Rates*	**TASK:** Explore the feasibility of providing lower utility rates (Austin Energy and Austin Water Utility) to AISD.	COA – Lucia Athens AISD – Lawrence Fryer	**LEGAL REVIEW** By state law, city water rates, including Austin's, must be "fair, just, and reasonable." If the city could justify, in a rate change, with attendant rate analysis, a rate classification called "school district", arguably the rates could be changed. The classification should be sound enough in its justification to withstand a potential legal appeal. Council has the authority to lower AISD electric rates. Any electric rate offered to AISD would need to be applied to all other ISDs within the AE service territory in a non-discriminatory manner. The Public Utility Commission of Texas has appellate jurisdiction over any rate applied outside the Austin city limits. **CITY REVIEW** All school districts are designated as a commercial use in the current fee schedule. In order to develop a new classification, a rate analysis would need to be conducted on their particular properties. This analysis would need to include all school districts within the City's service district. If it was determined that a new classification could be made and a rate was recommended that was below cost of service, then City Council would need to adopt it as a budget amendment or during the budget process. However, it should be noted that when classifications are given reduced rates below service costs, the difference is spread out among the other classifications. For instance, if a school district is given a special, reduced rate, then that loss of revenue would be collected from residential, multi-family or commercial rate classifications. If directed to move forward with determining a new classification, staff would begin that process. One downside of providing lower rates, versus helping to finance efficiency improvements, is that it does not create an incentive for using water and energy more efficiently. AE already has two special rates for surrounding school districts to participate in. one is the general service demand rate and the other is the time-of-use rate. The general service demand rate is applicable to electric service required by any institution providing formal educational training for kindergarten, elementary, middle, or high school students with a pronounced reduction in demand during June, July, and August or any independent school district account. This rate is further applicable to a customer whose demand for power meets or exceeds 20 kilowatts for any month within the most recent six summer billing months or as determined by the City of Austin. This rate classification shall be applied for a term of not less than one year (twelve months) following the month in which the criteria is met. If a customer has made significant changes in his connected load which prevents the customer from meeting or exceeding 20 kilowatts in any summer billing month and if the change has been certified by the Electric Utility, the City of Austin may waive the one year requirement. The time-of-use rate is applicable to an Independent school district account whose demand for power meets or exceeds 20 kilowatts for any month within the most recent six summer billing months or as determined by the City of Austin. This rate classification shall be applied for a term of not less than one year (twelve months) following the month in which the criteria is met. As stated, if a customer has made significant changes in his connected load which would prevent that customer from meeting or exceeding 20 kilowatts in any summer billing month and if the change has been certified by the Electric Utility, the City of Austin may waive the one year requirement.

City of Austin – AISD Budget Partnership Options Update

	Funding Option	Description of Task	Task Lead	Status
24	*Joint Insurance Plan between City, AISD and Travis County*	**TASK:** Explore the feasibility of participating in a joint RFP for health insurance plan for employees for each entity.	COA – Mark Washington AISD – Michael Houser County – Diane Blankenship Cap Metro – Rep TBD	**LEGAL REVIEW** The City could participate in such an agreement so long as the interest of the City and its employees are identified and City receives services it is paying for. **CITY REVIEW** HRD will begin conversation with the County, Cap Metro and AISD HR staff to have some exploratory discussions about each entity's medical benefit plan and any mutual needs that can be potentially met through a future government risk pool. An initial meeting will occur on June 9th but the earliest any item would be considered would be sometime in June 2013. **UPDATE** **June** Representatives from AISD, Travis County, Capital Metro and the City's Human Resources Department met and began discussion on the viability of a government risk pool for medical coverage. The following items were addressed: • In terms of background, it was reported that a similar effort was attempted 10 to 12 years ago and failed due to the requirement that all plans be identical. That approach was not workable, as the organizations required various plan designs. • A representative from each of the groups present provided an overview of its medical plan, including the number of covered employees, proposed rate increases for 2012, name of the insurance carrier, and contract end date. • The group agreed that it would be useful to contact other local entities such as the LCRA, Austin Community College, and Concordia University to ascertain interest in joining a risk pool. The group had no interest in moving forward on the concept of a single medical plan for all participating entities. However, there was interest in discussing the pooling of administrative fees to obtain a discount on rates. **December** Capital Metro - Established a plan comparison matrix for the group to provide benefits that would be offered to employees for the 2012 plan year. **January** City - In preparation to release the RFP for the medical TPA, requirements and a questionnaire were developed for vendors to agree that they could administer a coop arrangement. This information was provided to the group for input prior to the release of the RFP. City - Has begun to compile the following information from all of the entities in the group: contract term, vendor, administrative fees, and stop loss arrangements. This information was also sent to LCRA, Austin Community college and Concordia.

City of Austin – AISD Budget Partnership Options Update

	Funding Option	Description of Task	Task Lead	Status
25	*Use of Public, Educational, and Government (PEG) fee revenues that the City receives from cable/video providers for AISD capital expenditures*	**TASK:** Explore the possibility of sharing PEG revenue with other entities including AISD for capital needs.	COA – Rondella Hawkins	**LEGAL REVIEW** Under state law, all entities under our cable franchise are eligible to use PEG fees for capital purchases related to their cable channel. **CITY REVIEW** Beginning in FY 2012, the City will receive an estimated $1.5 in annual PEG fee revenue from state cable franchise holders for public, educational, and government access capital needs. We will be receiving significantly more revenue than we did under our municipal cable franchise. Under state and federal law, these are restricted funds that can only be used for capital items for the City's PEG channels. These funds are not to be used for operating expenses. The City currently has 7 access television channels allocated in the following manner: Public – 3 channels operated by Public Access Community Television (aka channelAustin) via a management contract Educational – 1 channel to Austin Independent School District via interlocal agreement - 1 channel Austin Community College via interlocal agreement Government – 1 channel to City of Austin - 1 channel to Travis County via interlocal agreement All of these entities are eligible to use PEG fees for capital purchases related to the channel. The FY 2012 proposed City budget allocates the entire $1.5 in annual revenue for capital expense needs of City Channel 6 and for facility improvements and equipment needs for the City's public access tv facility operated by PACT (channelAustin). There are additional needs to be explored and planned for future proposed budgets. State law requires that a PEG Fee account must be entirely separate from general Fund. It states that: • the city shall maintain the PEG fee revenues "in a separate account", • the city shall "maintain a record of each deposit to and disbursement of" the PEG fees from "the separate account", • the city "may not comingle" the PEG Fees "with any other money", and • that the City shall make records available for review by state cable franchise holder Should these funds be shared with other entities, including AISD, the City should purchase whatever capital items are needed by the other PEG channel managers and then draft an ownership transfer letter that lists the items and states that all items will be used exclusively in support of the PEG channel(s), and that the PEG channel manager will be responsible for all repairs and maintenance on the equipment.

City of Austin – AISD Budget Partnership Options Update

	Funding Option	Description of Task	Task Lead	Status
25	*Waiver of City Alarm Fee*	**TASK:** The City should consider waiving the alarm fee for AISD facilities during the hours of 10 p.m. to 6 a.m., at a possible cost savings of $80,000 to the school district.	COA – Mike McDonald AISD – Mel Waxler	**LEGAL REVIEW** Not a municipal purpose; high risk. The City charges itself these fees, so difficult to justify waiver serves municipal purpose. **CITY REVIEW** The City will not permit the waiver of alarm fees. Because the City charges itself and also pays these fees, the Law Department has determined there is no legal justification to pay these fees on behalf of AISD, nor has it found ample justification that such a waiver would serve a municipal purpose.
26	*Funding for Under-enrolled or Inefficiently operating Schools*	**TASK:** Funding to maintain under-enrolled or otherwise inefficiently operating schools to preserve and nurture school related neighborhoods until such time as the neighborhoods have enough student in their respective attendance zones to make the schools viable in and of themselves ($11+ million)	COA – Leslie Browder AISD – Mel Waxler	**LEGAL REVIEW** Not a municipal purpose - high risk, advise against using City funds to operate/maintain schools. If AISD decides to close schools for period of time, City could lease and operate facilities for municipal purposes for a period of time. **CITY REVIEW** n/a
27	*Funding of renovation, Maintenance and Operation of 2 State and Local Historic Schools*	**TASK:** Funding for the renovation ($7.7 million) and maintenance and operation ($712,000/yr) of Pease Elementary School; and for the renovation ($7.3 million) and maintenance and operation ($984,500/yr) of Blackshear Elementary School, as State and local historic treasures.	COA – Leslie Browder AISD – Mel Waxler	**LEGAL REVIEW** Not a municipal purpose - high risk, advise against using City funds to renovate or build schools. AISD was advised that if these are historical sites, AISD may wish to apply for grant funds for which their sites are eligible. **CITY REVIEW** N/A
28	*Secondary School Librarians and other Library-Related Assistance*	**TASK:** Fund District's Secondary School Librarians and other Library-Related Assistance ($1.13 million)	COA – Brenda Branch AISD – Mel Waxler	**LEGAL REVIEW** Not a municipal purpose; high risk & not advised However, City and AISD could enter agreement under which city librarians provide presentations/advice to AISD librarians and AISD librarians provide similar services to city's lib. dept. **CITY REVIEW** N/A

Current Agreements/Collaborations with Local School Districts

The following information is a working list of agreements we have in place with local school districts around Austin. The list will continue to be updated as more information on programs is gathered.

There are seven independent school districts in Austin. They are Leander, Round Rock, Pflugerville, Manor, Del Valle, Hays CSD and AISD. There are also some that overlap with the City and our ETJ. Those are Dripping Springs, Lake Travis and very small portions of Bastrop and Lago Vista.

City Manager's Office
- Under the Interlocal with AISD, we partner with six organizations that place mentors and tutors into AISD schools. The organizations are:
  - Austin Partners in Education - creates and fosters effective community and school partnerships that provide all AISD students preparation for college and career
  - Communities In Schools – provides one-on-one tutoring in a variety of subjects and mentoring opportunities at 31 schools
  - HOSTS – one-on-one literacy tutoring at Metz Elementary
  - Junior Achievement – volunteers give classroom presentations at all grade levels regarding various aspects of financial literacy
  - Seedling Foundation – places mentors with students who have one or both parents incarcerated or otherwise involved in the criminal justice system
  - Victory Tutorial – provides one-on-one tutoring in a variety of subjects and grade levels to students after school at one of seven Austin Public Libraries
- The city also provides a $10,000 contribution to APIE as well for their "Salute to Education" event.
- Executed an interlocal agreement with County and AISD for a pilot software program initiated through the Family Resource Centers to combat chronic absenteeism.

Public Safety Services:
EMS
- ATCEMS currently has two (2) Agreements in place with AISD
  - Interlocal Agreement - The purpose of this Program is to help produce students who, upon reaching age 18, will be eligible to test for the Texas Department of State Health Services (TDSHS) Emergency Medical Technician - B certification.
  - Affiliation Agreement - Agreement with AISD and St. David's Healthcare that allows the EMT student to participate in clinical rotations at St. David's Hospitals.
  - There is no dollar amount specified as cost or revenue for either of these agreements. There is one FTE that is assigned to this program on a part

time basis through our training academy program. The terms of the agreement are for one year with options to renew.

AFD
- One year interlocal with AISD where we will allow for AISD to use our training facility and fire apparatus for training. AISD will pay for all cost associated with the program.
- Dollar amount is based on estimated times AISD would use the facility in a year. Dollar amount would be $8,400 and Council has waived those fees at the February 2nd Council meeting.

HSEM
- No current interlocals are on place however HSEM works closely with AISD on a number of issues, such as the Capital Area Shelter Hub Plan for hurricane sheltering.

APD
- Contributed a small amount ($1,433.57) to the interlocal agreement for the operation and maintenance cost to AISD for use of the J.J. Pickle Elementary School/St. John's Community Center.

Community Services:
APL/HHSD/PARD
- Only interlocal between AISD and APL
- Main interlocal with AISD: Facility Construction and Use Agreement Between the City of Austin and the Austin Independent School District for the J.J. Pickle Elementary School/St. John's Community Center.
- This agreement provides for the reimbursement of operation and maintenance costs to AISD from the three City departments involved in the center (Library, HHSD, and PARD) annually.
- For FY11, the bill received from AISD was for the three remaining City departments and a small amount for APD, as they moved out of the facility in December 2010. The total invoice was $174,895.32. Of that amount, the individual departments owed the following:
  - Library: $62,897.80
  - HHSD: $71,499.21
  - PARD: $39,064.73
  - APD: $1,433.57

HHSD
- Chronic Disease Interlocal with AISD in the amount of $22,200 for implementation of the Youth Risk Behavior Survey, education and enforcement of tobacco free school zone policy, and providing tobacco cessation classes. Funding for this award is from the Centers for Disease Control and Prevention, Putting Prevention to Work.

- Environmental Health has Memorandums of Cooperation agreements that outline the food establishment relationship we have with AISD. AISD provides a SPOC for the City to work with regarding special events and that the city waives all food regulation related fees, totaling approximately $100,000.
- There our four current social service contracts (totaling $714.422) with AISD that will be ending on March 31st. These services were the following:
  - Prime Time – after school enrichment program
  - Victory – Free tutoring for students in COA libraries
  - ESL – English as a second language
  - Community Education - Combination of services to include parent education, after school enrichment, summer camps and activities, tutorials, fee based classes for students
- Beginning April 1st, the City will begin 2 - 30 month social contract for the Victory Program and the Primetime program.
  - Both contracts total about $707,264 per year for a total amount of $1,768,160 for the term of the contracts.
- Provided support when new immunization requirements were implemented for students to be up-to-date so they may attend school.
  - HHSD exclusively offered Shots for Tots immunization clinic services to AISD students only for five days to ensure students were up-to-date on immunizations.

PARD
- There are 10 different interlocals agreement between PARD and AISD for the use and maintenance of various facilities around the City.
- There are also different individual agreement between PARD and AISD between AISD where either or both entities make some contribution to the agreed scope of work.
  - Individual agreements range from construction and maintenance costs to the implementation and operation of after school programs.
  - PARD spends over approximately $130,000 on these various agreements.

Development Services
Sustainability Office
- Working w/AISD to add Climate/Sustainability messaging to science curriculum at all grade levels
- Member of AISD Environmental Stewardship Committee – AE and COA attend quarterly meetings to discuss challenges/problems and offer solutions
- Member of Green Consortium for AISD
- Revised Environmental Awards to award financial support to climate/sustainability projects at the elementary, middle and high school levels.
  - OOS is currently surveying teachers to determine optimal time to launch program.
- OOS is consolidating all City wide green programs on a central calendar to provide "one stop shopping' to AISD when requesting speakers.

Watershed Protection
- Rain garden program – Idea behind the program is to keep rainwater on the ground where it falls rather than directing it into a stormwater system.
- This program promotes green infrastructure, job growth and job training.
- A team of folks from the community, Watershed Protection, and AISD and supporting non-profits, have identified public schools in the northeast region of Austin to set up a training program specifically directed towards kids involved in juvenile reconciliation programs.
- Finally, each rain garden created on AISD public lands can be "banked" or "credited" toward future development or planned school expansions thus streamlining the development review process for one of our governmental partners.

Economic Growth and Redevelopment
- The Small Business Development Program partners with Akins High School thru Austin Corps with an internship program EGRSO will have two where two high school seniors interning for 10 hours/week Jan - May .
  - Additionally, we have done small business presentations for Austin teachers that have requested it. Usually we get a couple of requests each year.
- The International Program has two programs with local AISD schools:
  - Anderson High School - student exchange with students from Koblenz (Germany) and previously also Taichung (Taiwan). Partnership with the Austin-Koblenz Sister Cities Committee, and the Austin-Taichung Sister Cities Committee.
  - Summit Elementary School - student exchange with students from Koblenz (Germany). Partnership with the Austin-Koblenz Sister Cities Committee.
- Also, we are working to set up the following programs at these local AISD schools:
  - McCallum High School - 1/2 day career and cultural training to prepare and inform students of employment opportunities in the global workplace. Partnership with Austin Community College and the Texas Camino Real District Export Council.
  - Hill Elementary School - student exchange with students from Angers (France). Partnership with St. Edwards University and the Austin-Angers Sister Cities Committee

Planning and Development Review
- The City of Austin has six (6) agreements with school districts within its jurisdiction. The agreements establish local site development regulations and water quality controls.
- Agreements allow for the cost effective funding for construction planning and operational requirements. Most agreements include a provision regarding traffic patterns, proposed school zones and pedestrian crossing locations.
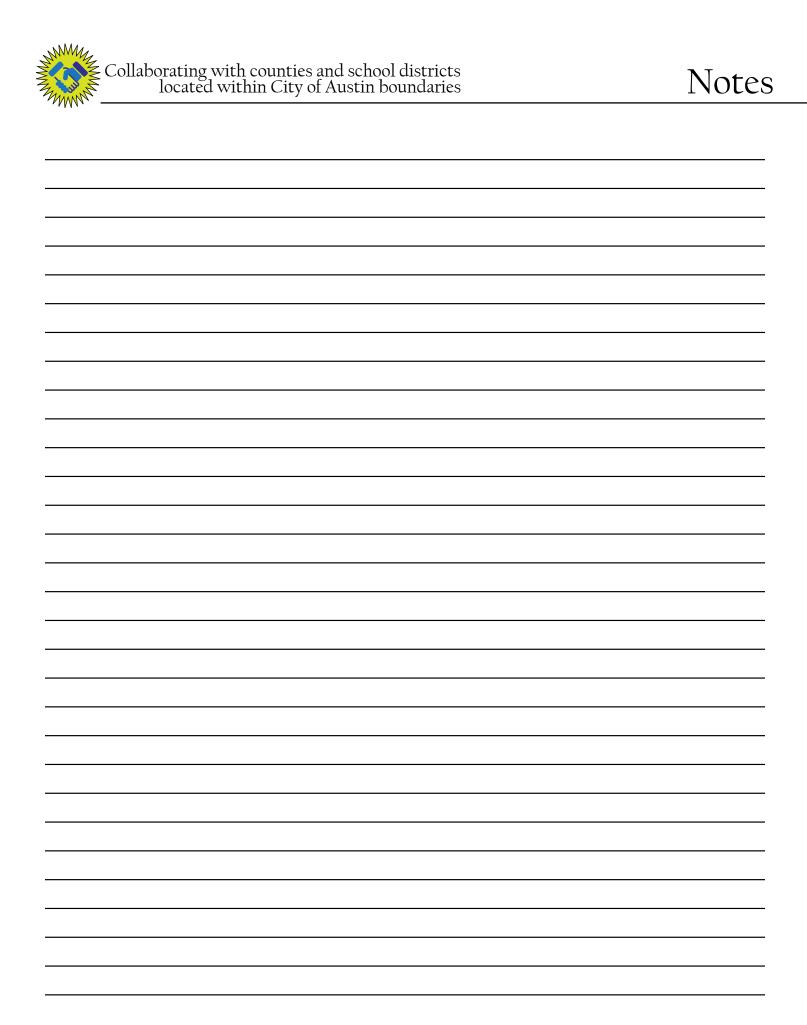- Agreements are with the following districts:

- o Austin
  - o Del Valle
  - o Eanes
  - o Leander
  - o Pflugerville
  - o Round Rock
- Education Impact Statement was approved a resolution by Council in 2011 as part of a formal process for code amendments, policy proposals and permitting for development and redevelopment projects. A rule was adopted in 2011, and application packets modified in support of the initiative.
- Additional coordination efforts include:
  - o Tree planting on school properties
  - o Internships and/or part-time job opportunities for students pursuing college degree or seeking vocational training
  - o Coordination of Comprehensive Plan, Neighborhood Plans with master plans that are developed by internal stakeholders such as ATD, PARD, PW – Neighborhood Connectivity Program
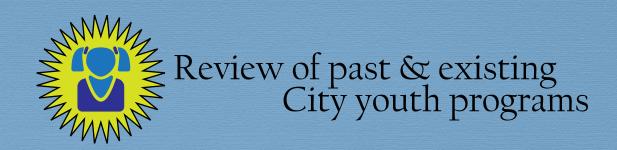
Aviation
- The department of Aviation has set up a good neighbor program with local schools in Del Valle. The program highlights are as follows:
  - o The students and teachers at Del Valle schools get regular visits from Airport employees.
  - o The Del Valle Mentor program allows airport employees to mentor students face-to-face, playing games and providing a listening ear. Currently 15 mentors and 16 students participate.
  - o School supply and clothing drives for the students are also held.
  - o Holiday spirit provided with Adopt-A-Family successfully started in December 2011. 11 families with a total of 33 children were provided gifts and holiday feasts.
  - o Airport representative membership on Del Valle Adopt-A-School Board.
  - o Del Valle art students produce an annual exhibit for the airport.
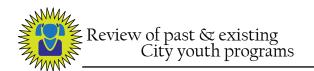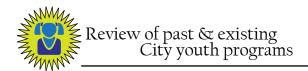
Agreements:

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Actions:

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Next Steps:

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Review of past & existing City youth programs

Summary
Background
Notes

TOPIC: Collaborating with counties and school districts located within City of Austin boundaries.
COUNCIL SPONSOR: Kathie Tovo
ALLOTED TIME: 1 hour

ISSUES/QUESTIONS FOR DISCUSSION:

☐   What are the City's youth initiatives and what is the plan for dealing with any anticipated programming reductions?

☐   How can we better integrate youth programs offered by the City with those offered by other agencies?

☐   How have youth programs been impacted by recent budget constrains?

☐   How might youth programs be impacted by future funding reductions such as the end of the Holly Good Neighbor program?

☐   Discuss youth programming priorities for the upcoming budget?

☐   _____

☐   _____

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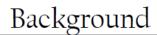
INTRODUCTION
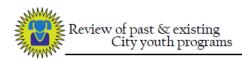
City staff recently completed a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the City's investment in youth and family services. Initial findings included:

- The City of Austin provides 299 different services within 18 different departments to and for youth & families **(Strength)**
- Services are provided by traditional and non-traditional departments **(Strength)**
- Youth and Families who participate in programs love services provided **(Strength)**
- No centralized location for housing information **(Weakness)**
- Lack of consistency in area such as the assessment of services, measurable outcomes, tracking of funds **(Weakness)**
- Synergy is not utilized to improve and increase performance **(Threat)**
- Lack of knowledge of program offerings **(Threat)**
- Negative view of our stewardship of funds for youth & families **(Threat)**
- These services have the potential to preserve livability, promote prosperity and tackle the racial divide **(Opportunity)**

In the months ahead, the initial findings of the SWOT analysis will be communicated to all departments that offer youth programs and a working group of staff from these departments will be formed. The work group will be charged with the following:

- A cost analysis and metric/performance measure that can be used universally among departments;
- A web portal that will link all Families and Youth programs offered by the City on to one web page;
- A central location to house all information regarding to the services offered; and (services, contracts, interlocals, etc).
- Examine best practices and develop benchmarks against peer cities.

City of Austin Youth and Family Initiatives

Passionate - Committed - Determined

Youth & Family Services Update

Presented by

Dr. Chiquita W. Eugene

Austin, the best managed city, a place for youth and families

Agenda

- Introductions
- Definition of Youth and Family
- Why Youth & Family Services Initiative?
- Overview of Findings – SWOT Analysis
- Imagine Austin Comprehensive Program Community Indicators + Key Challenges
- Overview of Programs
- Discussion/Collaboration – Next Steps
  - How are our Youth & Family Services viewed by citizens ?
  - Youth & Family Services are focused on ?
  - What are the needs of COA and the community ?
  - What is our philosophy for Youth & Family Services ?

Definition of Youth & Family

- **As defined in the Recommendations Report from The Families & Children Task Force 2008:**

  " ... "families with children" and, more specifically, families with children under the age of 18 currently residing in the household." [Page 1-2]

- **Mission statement from task force:**

  "Austin is committed to being the most family friendly city in the country and will ensure that its policies and decisions support and enhance the quality of life for Austin's family and children". This commitment should then be realized through structures and policies that ensure every major city policy is evaluated for its effect on families with children. [Page 2]

Why Youth & Family Services Initiative?

- **Recommendation from a COA Committee of Executives on Children and Youth Services** (Series of Mtgs. began 3/10/11 – Sept. 2011 – this recommendation came 4/26/11)

- **To connect COA with critical issues of the community** (Mtg. w/ ACM Lumbreras on 8/22/11)

- **Oversight & Coordination of services**
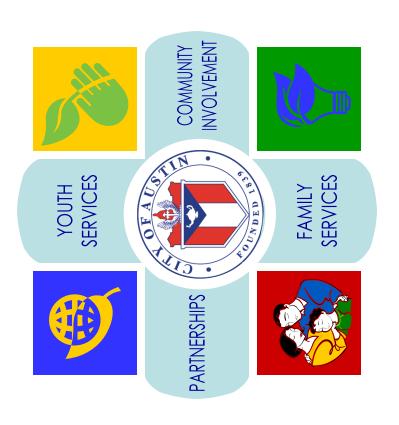
- **Become more efficient in the services that are being provided**

Why Youth & Family Services Initiative?

- Possible development of other programs to meet needs that aren't being addressed

- Establish a City-Wide Focused Program of Service

- Develop/Use a metric system/performance measures to determine the impact of services provided

BOTTOM LINE: Continue to be a great steward of public funds

Passionate - Committed - Determined

S.W.O.T.

(Strengths, Weakness, Opportunities, Threats)

COMMUNITY INVOLVEMENT

YOUTH SERVICES

FAMILY SERVICES

PARTNERSHIPS

CITY OF AUSTIN · FOUNDED 1839

Initial Findings...

Strengths

- City of Austin provides many, many, many services to and for youth & families – (299)

- Services are provided by traditional and non-traditional departments

- Youth and Families who participate in programs love services provided

- Services are provided year round

- Employees enjoy childcare & out of school time benefits provided by the City

Areas of Weakness/Opportunity

- No centralized location for housing of information
- More consistency in:
  – Assessment of services
  – Tracking of funds allocated
  – Number of participants
  – Measurable outcomes
  – Monitoring Contracts from outside services (indirect services)
  – Internal and external synergy within & out of departments
  – Internship program procedures
  – Creation of programs that represent the needs of the demographic the City serves

Threats

- Synergy is not utilized to improve and increase performance

- Services needed in the area of youth & family services will not be known

- Lack of knowledge of program offerings

- Negative view of our stewardship of funds for youth & families

IMAGINEAUSTIN
Vibrant. Livable. Connected.

Austinites are at the heart of the Imagine Austin vision.

Community Indicators:

Natural & Resource

⌄ Prosperous

⌄ Livable

⌄ Mobile & Interconnected

⌄ Educated

⌄ Creative

⌄ A Community that Values and Respects People

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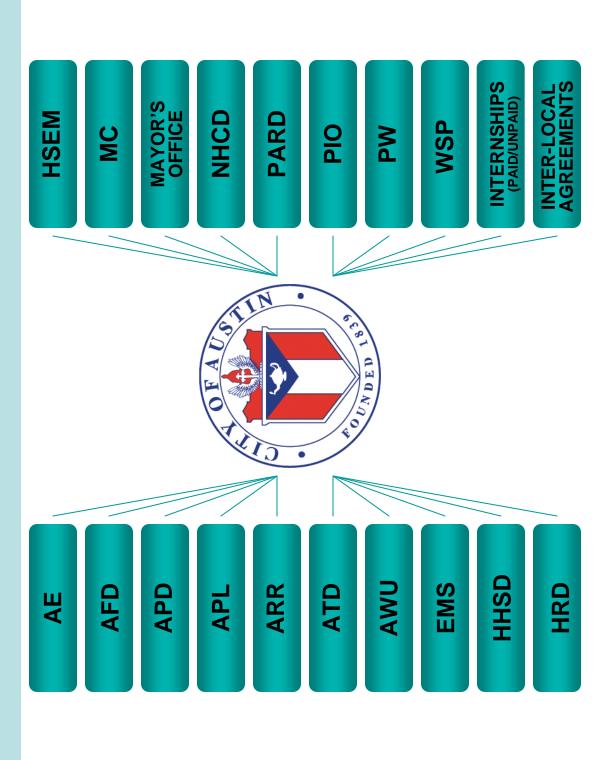
Challenges/Opportunities

✔ Preserving our Livability

Expanding Transportation Choices

✔ Tackling the Racial Divide

Protecting Our Natural Resources

✔ Promoting Prosperity for All

Collaborating Regionally

'By being proactive about solutions, we can capitalize on our strengths, carry forward our values, and channel growth as a positive force' [Comprehensive Plan, page 6, Sept. draft.]

City of Austin Youth and Family Initiatives

Organizational Program Offerings

HSEM

MC

MAYOR'S OFFICE

NHCD

PARD

PIO

PW

WSP

INTERNSHIPS (PAID/UNPAID)

INTER-LOCAL AGREEMENTS

AE

AFD

APD

APL

ARR

ATD

AWU

EMS

HHSD

HRD

City of Austin Youth and Family Initiatives

Passionate - Committed - Determined

Number of Programs by Department
(thus far)

Austin Energy
Programs/Events: 6

Austin Fire
Programs/Events: 18

Austin Police
Programs/Events: 10

Austin Public Library
Programs/Events: 30

Austin Resource Recovery
Programs/Events: 4

Austin Transportation
Programs/Events: 6

Austin Water
Program/Events: 8

Emergency Medical Service
Programs/Events: 1

Health & Human Services
Programs/Events: 49
(7 in-house, 42 Contracted Service Providers)

Human Resources
Programs/Events: 9

Homeland Security & Emergency Mgt.
Programs/Events: 4

Mayor's Office
Programs/Events: 3

Municipal Court
Programs/Events: 51
(4 in-house; 27 partnerships organizations; 20 other resources services)

Neighborhood Housing Comm. Dev.
Programs/Events: 5

Parks & Recreation
Programs/Events: 79

Public Information Office
Programs/Events: 2

Public Works
Programs/Events: 4

Watershed Protection
Programs/Events: 9

298 Total Programs (includes 69 contracted services and 20 resources organizations)

Next Steps

Confirm Action Items:

- Report findings to all departments that have programs

- Develop the Workgroup participation w/ Department Representatives

- Dedicate staff to:
  - Continue to compile current metric/performance measures & cost analysis
  - Development of a Web Portal
  - Continue to warehouse/file information on services/contacts/inter-local agreements, etc

- Determine best practices

- Benchmarking

- Develop Communication Plan within the City Departments

- Community Outreach/Marketing of Services

Items for Further Discussion

- How are our Youth & Family Services viewed by citizens?

- Youth & Family Services are focused on?

- What are the needs of COA and the community?

- What is our philosophy for Youth & Family Services?

Best Practices Search
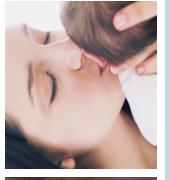
Inside Texas:
- San Antonio*
- El Paso*
- Fort Worth

Outside Texas:
- San Diego, CA
- Charlotte, NC*
- Seattle, WA*
- Chicago, IL*
- Boston, MA
- San Francisco, CA
- Portland, OR

*have made initial contact

City of Austin Youth and Family Initiatives

Passionate - Committed - Determined

Austin, the best managed city, a place for youth and families.

Dr. Chiquita W. Eugene,

Citywide Program Manager Youth & Family Initiatives

City of Austin

1050 East 11th Street, Suite 300

512.974-3197 Office

512.974-3178 fax

chiquita.eugene@austintexas.gov

Human Resources Department

hr

(a working document)

Youth & Family Services

Program Detail Overview

304 Programs thus far

Presented by Dr. Chiquita W. Eugene

Austin Energy

1. City Manager's Initiative/Inter-Local Agreement between COA & AISD

Contact: Reeta Holmes, Katie Arens, Ben Ornelas

- Program funded out of the City Manager's Office
- Inter-Local Agreement in place – updating
- Mentoring / Tutoring Program
- 6 Partners Organizations
- 69 schools in AISD are served

DRAFT

2

Austin Energy

2. Austin Energy Regional Science Fair

Contact: Russell Cowen/Ingrid Weigand

- Grades 3-12 participate by entering projects
  - 274 high school students from 21 schools
  - 562 middle school students from 39 schools
  - 3,071 elementary students from 177 schools
  - Projects represent 17 ISDs, home schools and Charter schools.
  - Total of 237 schools and 3,907 projects

DRAFT

3

Austin Energy

3. College Internship Program

Contact: Reeta Holmes

- 12 week engagement (May – September)
- Junior, Senior or Graduate
- Business or Engineering students
- Previously 25 interns @ $22.00 a hour with budget

DRAFT

4

Austin Energy

4. Plugged into Education Program

Contact: Russell Crowe

- Speaker's Bureau
  - Experts come to schools to talk about anything related to power, climate protection, engineering, renewable, etc.

- Power Plant Tours
  - Learn how power is generated

- Light Up Austin
  - Learn how electricity is generated

- The Science of Electricity
  - Basic science behind electricity

- Power Town
  - Safety Program

DRAFT

5

Austin Energy

5. Austin Community College Internships

Contact: Reeta Holmes, Roberta Byrum

- Lineworker, Technology, Renewable Program
  - $15.00 hr per intern

6. Public Policy Internship Program

- Part of the LBJ Feeder Program pool
  - $15.00 hr per intern

6

Austin Resource Recovery

Contact: Gena McKinley

1. Captain Cap

- Contracted service for 2nd -3rd graders in AISD

2. Recycling Adds Up

- Contracted service for 2nd -3rd graders in AISD

3. Outreach & Education

- Speakers as requested to present

4. Internships for Green Tech Memorial HS

- 2 students are selected

DRAFT

Austin Water

Contact: Geneva Guerrero

1. **Dowser Dan**
   - K-4 Grade program w/ service area schools

2. **Community Conferences**
   - Savvy School Conferences, Girls Scouts

3. **'Water In Our World' Curriculum for 5-6 graders**

4. **Water Science Expo for 5-6 graders**

5. **Speakers' Bureau**

6. **Austin Science Fair**

7. **Community/Family Services**
   - Showerhead, aerators faucets, rebates

8. **Wild Land Trail/ Hornsby Bend/Bird Watching**

DRAFT

8

Emergency Medical Services

Contact: Pete DiDonato / Bryan Green

1. Explorer Post 247
2. Child Passenger Safety
3. Safe Sleep Outreach
4. Kohl's Booster Buddies
5. Gabriel Program
6. Infant Safety Education
7. Take 10 Compression only CPR
8. American Heart Association CPR Certification Courses
9. Austin-Travis County EMS Exploring Program

DRAFT

9

Austin Fire Department

1. Fire Setter Program

Contact: Lt. Jack Garner

- Assist children, ages 10 – 17
- Children that have been involved with setting a fire based on determination of fire department and possible court involvement
- A one day, 4 hour program sharing the importance of fire safety

10

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Austin Fire Department

Youth Programs

Contact: Assistant Chief Richard Davis

2. Early Childhood Ed.
3. School Programs
4. Children's SAFE
5. Smoke Detector
6. Safety Camp 9-14 yrs old
7. Explorer Post
8. Speaker's Bureau
9. Operation Blue Santa
10. Station Tours

11. Community Services Group
12. Big Brothers/Big Sisters
13. Civic Engagement
14. Shadow Day
15. Matt's House
16. Cooking Trailer
17. Senior's Holiday Luncheon
18. National Night Out

DRAFT

11

Austin Police Department

Contact: Kyran Fitzgerald

1. **Apprenticeship (Vocational Program)**
2. **General Anti-Gang Program**
3. **Gang Resistance Education & Awareness Training (GREAT)**
4. **PAL**
5. **Explorer's Program**
6. **Mentoring**
7. **Blue Santa**
8. **Office of Community Liaison**
9. **Speaker's Bureau**
10. **Run/Track Team**

DRAFT

12

Health & Human Services

Direct Services (7 in-house)

Contact: Stephanie Hayden

1. **Austin Youth Development**
2. **78744 Community Youth Development Program**
3. **Family Health**
4. **Injury Prevention**
5. **Shots for Tots**
6. **WIC**
7. **Work-Based Learning Program**

DRAFT

13

Health & Human Services

Contracted Services (42)

Contact: Stephanie Hayden

8. - 14. **Academic Support/Tutoring** *(AISD, American Youth Works, Austin Project, Bookspring, Community in Schools, FUENTE, TCJuvenile Court/Probation Dept.)*

15. - 17. **Child Care** *(AISD & Generations Child Development Center, Lifeworks, Workforce Solutions Board)*

18. - 19. **Child Care Quality (Training)** *(ACC, Workforce Solutions Board)*

20. - 23. **Child Development/Developmental Disabilities** *(Any Baby Can, Child, Inc., Easter Seals Rehabilitation Services, Easter Seals Parent Education, Community in School)*

24. - 26. **Employment/Career Development** *(Skillpoint Alliance, B/G Clubs, Kids in Tech)*

DRAFT

14

Health & Human Services

Contracted Services (42)

Contact: Stephanie Hayden

27. - 30. **Mental Health** *(Austin Child Guidance, Center for Child Protection, Lifeworks, Out Youth)*

31. - 33. **Mentoring** *(Big Brother/Big Sister, Worker's Assistance Program, River City Youth)*

34. - 38. **Out of School Time** *(AISD, Breakthrough, Greater Calvary Rites of Passage, LEAP, River Youth Found)*

39. - 47. **Prevention** *(AAM/BHF, Community in School Pebble Project, Lifeworks, Mexic-Arte Museum, Planned Parenthood, Theater Action Project, Workers Assistance Program for families, Worker's Assistance Program for Youth)*

48. - 49. **Shelters** *(Austin Children's Shelter, Lifeworks)*

DRAFT

15

Homeland Security & Emergency Management

Contact: Candace Wade

1. **Too Prepared to Be Scared**

2. **Annual Open House**
   Kids activities include Fire Trucks, WII Stations, Mounted Cops, CPR

3. **Boy Scout Tutor Program**

4. **Austin CERT/Teen CERT**
   Trained 1,000 persons and has 350 active participants; Working on getting the program in High schools

DRAFT

Human Resources

American Disabilities Act Division

1. Mentoring Day, October 19, 2011

Contact: Dolores Gonzalez, HRD & Denise Sonleitner, Law Department

- Program partners consist of: AISD, Partners in Ed, UT, HT, School for the Blind, ACC, TX Dept of Assistive & Rehabilitative Services & Ameri Group

- Shadowing for the Day *(Jr. & Sr. HS & first two years of college)*

- The event ends with a luncheon and Proclamation given by City Council Members for participants

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17

Human Resources

American Disabilities Act Division

2. White Cane Day, October 20, 2011

Contact: Dolores Gonzalez

- Purpose is to give awareness about independence of persons with visual impairments
- Participants are from the School For The Blind + other orgs.
- Participants walk from The Capitol to City Hall
- 300 + participate in event

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18

Human Resources

American Disabilities Act Division

3. Summer Work-Based Learning Program

Contact: Dolores Gonzalez

- 1/2 day position
- A liaison is provided to ensure that individual with the disability can participate in program
- 5 weeks from either 8a-12p or 1p-5p
- Two sessions during the summer

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19

Human Resources

4. General College Internship Program (Paid)

Contact: Roberta Byram

- Request approval from immediate supervisor to make a request for an intern

- An employee can post via your office a position listing specific duties

- Posting must be sent to Roberta Byram for approval

- Once approved Roberta Byram will post on website

- Internship is paid at 10% below the minimum pay range for a like job

DRAFT

20

Human Resources

5. General College Intern Program (Unpaid)

Contact: Roberta Byram

- Request approval from immediate supervisor to make a request for an intern

- A hiring manager/supervisor may then post/advertise a position (still must send request to Ms. Byram)

- May go directly to College to request student as an option

- Internship is unpaid

21

Human Resources

COA Childcare Assistance Program

Contact: Karen Haywood

6. Financial Assistance Program

- For childcare
- *$50.00 for childcare per child, per week or $25.00 for after school care per child, per week)*

7. Youth Camp Scholarship Program

- ages 5-12 who qualify as a dependent
- can receive up to $50.00 a week

DRAFT

Human Resources

8. Summer Youth Employment Program

Contact: Deborah Britton, Travis County; Stephanie Hayden, HHSD; Roberta Byram, Carla Scales

- Serves 750 students, ages 14 -18
- Fiscal investment: $345,000.00
- Inter-local government agreement with Travis County

Program Cost: TBD

DRAFT

23

Human Resources

9. Partnership with Austin Community College through their Public Policy & Political Studies Programs

Contact: Roberta Byram

- 8 students will be selected through an interview process
- Shadow/work in the City for Fall & Spring Semesters

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24

Library

Contact: David Spradling

- Categories:
  - Storytime - 6 programs
  - School-Aged – 2 Programs
  - Teen – 4 Programs
  - Book Club – 6 Programs
  - Literature – 1 Program
  - Other Programming – 11 Programs
  - Second Change Book Program
- 2,065 programs offered

DRAFT

25

Mayor's Office

1. AustinCorps Program

Contact: Larry Schooler/Patricia Fraga

- Services 29 students
- Akins & Crocket High School
- Meets every Monday & Wednesday
- Each Department of City will prepare and present an overview of what happens in their departments during the first semester of school
- Second semester students are assigned to work as interns for a department.

DRAFT

26

344 of 482

Mayor's Office

2. AmeriCorps Program

Contact: Andy Mormon

- Working to get it off the ground
- Students will be trained by City staff to provide support to departments
- Departments have not been identified to date
- Working to get program from grant to reality

DRAFT

27

Mayor's Office

3. Austin Youth General Assembly & Council

Contact: Larry Schooler

- A way to better engage 20 High Schools within the MSA

- Each high school will select a senior and a junior to participate on the Assembly

- Each member will attend two assembly meetings a year, once each semester

- Once the Assembly meets each school will elect a representative to serve on the AYGA Council

- The Council meets once a month

DRAFT

28

Municipal Court

Contact: Sally Howard

- 4 Classes taught by 4 Case Managers
  - Curfew
  - Traffic Violation
  - Life Skills
  - Teen Court
- 23 Community Service Partners
- 20 Youth Service Resources

DRAFT

Neighborhood Housing & Community Development

Contact: Kelly Nichols

1. Child Care Services

- Services provided to low income families w/gross incomes less than 200 percent of federal poverty guidelines who reside in Austin.

2. Youth Services

- Wrap around services & support to youth designated as at risk & their families

3. Renter Assistance

- Tenant's Right's Assistance

DRAFT

30

Neighborhood Housing & Community Development

Contact: Kelly Nichols

4. Rental Housing Development

- Increase opportunities to retain and/or create affordable rental units for families

5. Acquisition & Development

- Assist with increasing opportunities for families for homeownership low to moderate income buyers

Parks & Recreation

Contact: Kimberly McNeeley

- Categories of Programming:

  - Youth/Teen Athletics (*basketball, football, T-ball, soccer, volleyball*)

  - Youth/Teen Development (*arts & craft, environmental education, physical fitness activities, dances, social activities*)

  - Youth/Teen Cultural Arts (*theater, art exploration of cultures, exploration of history*)

  - Youth/Teen Environmental/Outdoor Experiences (*hiking, biking, outdoor adventures, scientific exploration*)

  - Youth/Teen Individual Sport Experiences (*swimming, golf, tennis*)

DRAFT

32

Public Information Office

1. AustinCorps Program

Contact: Larry Schooler/Patricia Fraga

- Services 29 students

- Akins & Crocket High School

- Meets every Monday & Wednesday

- Each Department of City will prepare and present an overview of what happens in their departments during the first semester of school

- Second semester students are assigned to work as interns for a department.

DRAFT

33

Public Information Office

2. Austin Youth General Assembly & Council

Contact: Larry Schooler

- A way to better engage 20 High Schools within the MSA

- Each high school will select a senior and a junior to participate on the Assembly

- Each member will attend two assembly meetings a year, once each semester

- Once the Assembly meets each school will elect a representative to serve on the AYGA Council

- The Council meets once a month

DRAFT

Public Works

Contact: Chris Moore, Annick Beaudet, Michael Curtis

1. **Child Safety Program**

   - Trains 200 students on safe routes home, bicycle safety and crossing guard safety

   - Safety Programs

   - Crossing Guard Program

2. **BAT Program** *(Bike Activation Team)*

3. **Neighborhood Partnering Program** *(Park Share/Pocket Parks for Families & Communities)*

4. **Youth Job Training Pilot Program**

DRAFT

35

Transportation

Contact: Pharr Andrews

1. **Blue Sky Program**
2. **Cody the Clean Air Bear**
3. **Clean Air Force**
4. **MS Curriculum Option for AISD**
5. **Ozone Hero**
6. **PSA Contest for HS students**

DRAFT

Watershed Protection

Contact: Susan Wall, Jessica Gordan, Sara Heilman

1. **Earth Camp, Outdoor 4 Day Program, AISD, 5th graders**
2. **Hydrofiles**
3. **Clean Creek Camp 9-13 yrs old students**
4. **Earth School, 5th graders, AISD & Eanes ISD**
5. **Clean Creek Campus**
6. **Country Club Creek Ichthycide, Middle School**

DRAFT

37

Questions?

Dr. Chiquita W. Eugene,

Citywide Program Manager Youth & Family Initiatives
City of Austin
1050 East 11th Street, Suite 300
512.974-3197 Office
512.974-3178 fax
chiquita.eugene@austintexas.gov

Fiscal Year	Holly Neighborhood - Youth Service Programs	Expenditures
2002	Dare to Dance Pgm Sponsorship	10,000
2002	Metz Elementary Hoaar program	100,000
		110,000
2003	PEAK Program at CAMACHO Ceneter	24,907
2003	PEAK program supplies at Camacho	2,310
2003	Metz Elementary Art program-Believe in Me	20,000
2003	Pre-school prog.-increase English language skills at Metz Rec Center	20,560
2003	Latino youth writing workshop at Metz Rec Center	7,000
2003	HOSTS program at Metz Elem	40,000
2003	Youth Leadership Academy at Camacho Center	10,830
2003	Girls Rock program at Camacho	6,100
2003	Ballet East programs	10,000
		141,707
2004	Hillside Performance program at Metz Rec Center	3,680
2004	HOSTS program at Metz Elem School	43,705
2004	Space Explorer program at Camacho Rec Center	5,541
2004	PEAK program at Camacho Rec Center	3,500
2004	Ballet East - Folkloric Dance program	10,000
2004	Ballet East - Eaglettes Drill Team	5,000
2004	Long Dance (now Creative Arts Austin) Believe in Me program	7,500
2004	Girl Scouts Star Trek program	7,500
		86,426
2005	Girl Scout-Lone Star Council	5,000
2005	Latinitas Inc.	3,500
2005	Lupe Arte	1,000
2005	Mexic-arte Museum	3,500
2005	East Austin Ballet - Eaglettes and Dance	8,500
2005	Johnson/Long Dance Co.	3,500
		25,000
2006	HOSTS program at Metz Elementary	80,000
2006	Ballet East Austin Sponsorship	10,000
2006	Lulac	2,200
2006	Girl Scouts	5,000
2006	Johnson/Long Dance Co. Sponsorship	3,500
		100,700
2007	Rock N Roll	2,000
2007	Believe in me (HNGAP)	4,500
2007	Discover and create art (HNGAP)	5,000
2007	Documentary of enrichment for girls (HNGAP)	5,000
2007	Eaglettes Drill Team (HNGAP)	10,000
2007	Mexican Folkloric Dance program (HNGAP)	10,000
2007	Play Like a Gilr (HNGAP)	5,000
2007	Latinitas Inc.	5,500
2007	Hallowen Block Party	1,500
2007	GENaustin	5,605
2007	Livrosy Arte (HNGAP)	5,000
		59,105
2008	Youth Dance program (HNGAP) Ballet East Dance Co.	15,000
2008	Rock N Roll	5,000
2008	Documentary of enrichment for girls (HNGAP)	35,000
		55,000

Fiscal Year	Holly Neighborhood - Youth Service Programs	Expenditures
2009	AISD After School Programs Hosts Mentoring & Intervention Solutions)	50,000
2009	Girl Scouts/Rec Center Pave the Way Program and You go Girl	9,000
2009	Hallowen Block Party	5,963
2009	Latinas Unidas Por el Arte	2,500
2009	GENaustin	3,300
2009	Ballet East Austin, Co.	20,000
2009	Mexic-Art Museum/Art Classes- Sanchez, Zavala and Metz Elem.	5,000
2009	Believe in Me at Metz	5,500
2009	Multi-media Arts projects: Raul Valdez	15,000
2009	Central Austin Youth League Concessions Equipment	11,180
2009	Central Austin Youth League Improvements	38,820
		166,263
2010	Latinas Unidas Por El Arte	10,000
2010	Ballet East Dance Company	20,000
2010	AISD, Sanchez Elem	4,500
2010	Creative Arts Austin: Believe in Me	10,000
2010	SiSe Puede Learning Center at Cristo Rey Catholic Church	12,000
2010	Metz Rectration Center	10,000
2010	Mexi-Art Museum/Art Classes	35,000
		101,500
2011	Camancho Award to PARD	5,000
2011	Latinitas Inc.	15,000
2011	Latinas Unidas Por El Arte	5,000
2011	Girls Empowerment Network (GEN) Austin	5,000
2011	Hallowen Block Party	800
2011	Health Eduaction Sustainable and Leadershio Development	12,000
2011	Mexic-Art Museum/Art Classes	5,000
2011	Ballet East Dance Company	5,000
2011	Delta High School Credit Recovery	10,000
		52,800
2012	Youth Leadership Development Girl Scouts	4,700
2012	Oitreach repair - Poder	12,000
2012	After school dance program at Metz Rec Center Ballet East Dance	20,000
2012	East side STEM (Science, Technology, Engineering and math)	10,000
2012	After school art classes at Metz, Zavalam, Sanchez and Martin	5,000
		51,700
	Total expenditures since inception	**$ 950,201**

The Rover Leader Program

Background

The Austin Parks and Recreation Department's Get R.E.A.L. (Recreation, Education, Activity Leadership) Roving Leader Program began in February, 1998 and was discontinued in 2002 due to budgetary constraints. The Roving Leader Program was part of the Social Fabric Initiative of the City of Austin. The program provided outreach to youth not being served through various recreation facilities. Described by the organizers as a "recreation center on wheels" the leaders roamed neighborhoods, carrying equipment and supplies for games, crafts and youth development activities. The activities served as the medium through which leaders connected with the youth they encountered.

The main goal of the program is to connect youth and their families to services offered in the community. They served as role models, mentors and service facilitators. The original program served youth ages 5 to 19. Most participants were from lower socio-economic communities and were considered "at-risk".

Program Purpose

The Roving Leader program goals for participants were as follows:

- Youth perceive themselves as being involved in something meaningful
- Youth learn a repertoire of leisure experiences
- Youth learn to access resources in order to avoid risky behaviors
- Youth become self motivated to achieve
- Youth learn strategies to make positive choices
- Youth learn to trust and respect for peers, adults and authority
- Youth appreciate diversity and cultures different than their own
- Youth learn civic responsibility

The Roving Leader program leaders utilized leisure and recreational activities to accomplish the above goals by:

- Providing a safe environment for youth
- Providing constructive activities
- Providing information and resources to assist with specific participant needs
- Providing experiences beyond the confines of the participants neighborhood
- Setting limits, boundaries and expectations
- Providing a positive adult relationship opportunity

Results

Case study interviews with Roving Leader participants indicated the program had a positive impact on participants and most of the participants indicated they either achieved the program goals or had made positive steps toward achieving the program goals.

Juvenile crime statistics collected during the time period the program was in operation, and for a few years following the program's end, indicated a slight decrease in crimes most commonly associated with juveniles, such as graffiti, possession of alcohol age 16 and under, juvenile public intoxication, tobacco violations and curfew violations.

Current Situation

The Parks and Recreation Department conducted a Community Engagement process at each of its recreation centers in 2011. The results of this process indicated the community, as a whole, valued holistic youth development and creating "community" and believe the Parks and Recreation Department played a large role in furthering this value. Additionally, the community expressed disappointment in the Department's ability to reach community members in order to encourage participation.

The Parks and Recreation Department, through the Community Engagement process, responded to the desire for holistic youth development by adopting the 40 Development Assets (youth development standards) as a key component for all direct youth programming. These Assets include items such as, providing a safe environment, developing a positive identity, commitment to achievement, developing positive adult/youth relationships and developing civic minded youth.

It is the intention of the Parks and Recreation Department to further the City initiatives set forth in Austin/Travis County's Ready by 21 initiative and the Families and Children Task Force Report Recommendations.

The Department has identified a service gap for youth ages 12 to 17.

Future Department Actions

The Parks and Recreation Department has included as part of its "Un-met Need Budget Requests" funding to reinstate *a version* of the Roving Leaders Program specifically targeted toward youth age 12 to 17, but not to exclude other ages when deemed appropriate. The Department's rationale for this request is:

- The Roving Leaders Program has a research based program model that incorporates performance measures and a methodology for demonstrating positive youth centered outcomes.

- The Roving Leaders Program goals and methods of achievement are distinctly similar to the Department's youth development plan and the adoption of the 40 Developmental Assets.

- The Roving Leaders Program will provide a mechanism by which the Department can meet the community's expectations of outreach, holistic youth development and creating community.

- The Roving Leaders Program will provide a mechanism by which the Department can support City and County initiatives

- The Roving Leaders Program will provide a mechanism to fill an identified service gap.

Projected Program Costs

Annual Personnel Costs $290,404 (4 full time and supplemental temporary/professional staff)
Annual Operational Costs $77,000 (program fleet, equipment/supplies, snacks, uniforms)
                          $53,620 (contractuals)
One Time Capital $560,000 (mobile trucks, educational software, mobile computer lab)

Approved budget increases or decreases in prior 3 years relevant to youth programs:

Department	Expenditure Change	FTEs	Dollars
FY12			
Parks and Recreation	The Budget also includes a decrease of $183,893 from reducing the number of staff supervised summer playground program sites from 27 to 10. The decrease in funding is from seasonal employees and commodities.		($183,893)
Parks and Recreation	The Budget includes contractual funding in the Community Services program to support the West Austin Youth Association. WAYA provides sports and learning opportunities for children up to age 18.		$82,000
FY11			
Fire	The Budget included a decrease of $118,080 for the reduction of overtime, tools and other supplies for the LBJ High School Fire Academy. AISD continues the program and reimburses AFD for costs. To date, no program graduates have been hired by AFD.		($118,080)
Health and Human Services	The Budget included the elimination of 1 long-vacant Family Health Unit Supervisor position for health promotion programs designed to prevent teen pregnancy.	-1.00	($74,955)
FY10			
Health and Human Services	The Department accepted $200,000 in grant funds for the continuation and expansion of the Safe Routes to School program, including one additional FTE. The program provides infrastructure improvements that make it safer for children to walk or bike to school.	1.00	$200,000
Library	The Budget included savings in the amount of $168,090 for the elimination of 3.0 vacant FTEs in the Youth Services Division was included in the Approved Budget. This reduced librarian and administrative services that covered youth programming across multiple branches.	3.00	($168,090)

FY 2009-2010 PROPOSED BUDGET
RESPONSE TO REQUEST FOR INFORMATION

DEPARTMENT: Fire Department

REQUEST NO.: 7

REQUESTED BY: Spelman

DATE REQUESTED: 7/13/09

**REQUEST: Address the following issues regarding Reduction Proposal FIRE-16 from the
Menu of Potential Budget Reductions:**

- o **How many students are currently enrolled?**
- o **How many AFD job offers have there been?**
- o **Do the students offered jobs help to meet AFD's diversity objectives?**
- o **Please provide detail of $38k in supplies and $10k in PR materials.**

RESPONSE:

In the FY 2009 school year, there were a total of 32 students, 21 Juniors and 11 Seniors. The last
AFD hiring process occurred in 2008 – at that time, no students had completed the two year
program. To date, 20 students have completed the two-year program. No students have
participated in the competitive hiring process nor have any students been offered jobs with AFD.
The graduated students will be encouraged to apply for the next hiring process; however, without
a contract agreement with the Austin Firefighters Association it is not yet known whether there
will be a hiring process in FY 2010. Supplies used in the program are items such as workbooks,
material for live fire exercises, and office supplies. Promotional items such as t-shirts, caps,
awards/certificates and posters were purchased for the program. In addition, for the 2009-2010
school year, AISD will be contributing approximately $100,000 for personal protective
equipment and self-contained breathing apparatus.

DEPARTMENT: Health and Human Services

REQUEST NO.: 16

REQUESTED BY: Spelman

DATE REQUESTED: 8/6/10

REQUEST: What is the rationale for the elimination of the Family Health Unit Supervisor in the Teen Pregnancy Prevention Program? What is the anticipated impact of the elimination of this FTE on the program and performance measures? What would this position accomplish, if we funded it?

RESPONSE:

The Family Health Unit Supervisor position was originally listed on the FY 10 reduction list as a lower priority for elimination.   This position has been vacant since September 28, 2008 and has remained frozen since that time due to budget constraints.   As the department revisited the FY 10 reduction list, this position is one of the few items that was still a viable option for reduction.

This position was responsible for teaching comprehensive sex education to youth 10-19 years of age in Travis County with the goal of decreasing teen pregnancy and supervising four FTEs. Supervisory responsibilities have been absorbed by another manager.

If this position was funded, the number of youth encounters would increase 1,600 resulting in the number of youth encounters totaling 3,300 in FY 2011.   An existing Public Health Educator provides similar services.

DEPARTMENT: Public Information Office

REQUEST NO.: 34

REQUESTED BY: Spelman

DATE REQUESTED: 8/16/10

REQUEST: How much does the City's Austin Corps program cost? Also, please post general information about the program.

RESPONSE:

Beginning in September, 2010, 50 high school seniors from Crockett and Akins High Schools in the Austin Independent School District will become members of the "AustinCorps: Civic Engineers" program. The goals of this program include:

- To introduce and acquaint the high school students to the operations, opportunities, functions, and challenges associated with local government;
- To engage the students as partners on key projects for City departments;
- To plant seeds of "civic engagement" within the students as they become voting, taxpaying participants in their community.

This program was initiated by Mayor Lee Leffingwell and will be coordinated by a team that includes staff from the Public Information Office and Human Resources Department.

Program
The AustinCorps program will involve two parts:

- A fall semester program in which the entire group visits City facilities twice a week for eight weeks for interactive educational sessions on City operations
- A spring semester program in which students divide into smaller groups (1-5 students, depending on staffing and other available resources) and "embed" at identified departments for a 2 hr-per-day, 4 days-per-week internship for 15 weeks, focused around projects identified by the department.

Within the fall semester, for each of the eight weeks, the students will focus on a particular area of City operations. Those areas would be divided as follows:
- *Public Safety* (APD, AFD, EMS, etc.)
- *Land Development and Planning* (Planning and Development Review, Public Works, Transportation, etc.)
- *Community and Social Services* (Health and Human Services, Libraries, Parks, Neighborhood Housing, etc.)
- *Support Services* (Purchasing, HR, Law, Finance, PIO, Budget, Clerk, etc.)
- *Utilities (*Austin Energy, Austin Water, Solid Waste Services, Watershed Protection)
- *Government/Management* (Mayor/Council, Auditor, City Manager, Municipal Court, etc.)
- *Business/Economic Development (*EGRSO, SBDP, SMBR)
- *Tourism/Travel (*Cultural Arts/Music, Convention Center, Airport)

Thus, in a given week, the cluster of departments will have two sessions of two hours each, or four hours total, to devise interactive activities that expose participants to the rigors, opportunities, and challenges associated with their departments' functions.

Total staff time for project planning, preparation, and execution is estimated at 960 hours. The primary cost of Austin Corps is associated with staff time for the project. In the spring, if a department chooses to accept AustinCorps participants as interns, extra staff time may be required. These staff costs have already been included in department budgets.

Printing costs have totaled approximately $500.00.   Mayor Leffingwell has made two expenditures from his officeholder account (non-COA funds) for AustinCorps:
- $1,500 for design of the AustinCorps logo.
- $1,700 for t-shirts for the Austincorps participants.

AISD is handling costs associated with transportation.

DEPARTMENT: Parks and Recreation

REQUEST NO.: 80

REQUESTED BY: Spelman

DATE REQUESTED: 8/24/10

REQUEST: Please explain the nearly 40% decrease in the number of youth sports participants (Volume I, page 173).

RESPONSE:

The Parks and Recreation Department removed two large soccer organizations from the rolls of the Youth Sports Organizations during Fiscal Year 2009-2010. These two organizations, Lonestar Soccer and North Austin Soccer Alliance, both have paid coaching staff. The old Youth Sports Resolutions from 1985 and 1967, and the recently adopted Youth Sports Ordinance, require volunteer coaches.   In addition, the Dove Springs Pony Baseball organization disbanded prior to Fiscal Year 2009-2010.

2008-2009 Lonestar Soccer	3,245 youth
2008-2009 North Austin Soccer Alliance	2,070 youth
2008-2009 Dove Spring Pony Baseball	270 youth
Total Participants	**5,585 youth**

The number of youth sports participants is estimated to decrease by at least 5,585 due to the departure of these three organizations as part of the participant count. Additionally, youth sport organizations are generally reporting a decrease in attendance during the economic downturn.

2009-2010 PROPOSED BUDGET
RESPONSE TO REQUEST FOR INFORMATION

DEPARTMENT: Health and Human Services

REQUEST NO.: 21

REQUESTED BY: Spelman

DATE REQUESTED: 7/13/09

**REQUEST: Address the following issues regarding Reduction Proposal HHS-16 from the
Menu of Potential Budget Reductions:**

- o **Is it possible that the demographer could be the custodian of some of this
     data, and provide limited analysis in extenuating circumstances?**
- o **What do the other 7 FTEs in this program do?**
- o **What are the long term consequences of failing to collect this data for one
     year?**

RESPONSE:

Birth, death and fetal death data is confidential and requires subject matter expertise for
compilation, interpretation, and report development. The data needs to be housed in a secure area
that is not subject to open records. It would not be appropriate for the demographer to be
involved in this capacity.

The remaining Office for Vital Records staff support processing of 121,869 units of service via
document registration, amendments, scanning/archiving, issuance of certified copies, document
audits, technical assistance, reports, trainings, end of day reporting, and other events.

The proposed reduction does not prevent the collection of the data, but limits the program's
ability to audit the database and ensure quality of data.

2011-2012 FINANCIAL FORECAST
RESPONSE TO REQUEST FOR INFORMATION

DEPARTMENT: Financial Services – Budget Office

REQUEST NO.: 23

REQUESTED BY: Shade

DATE REQUESTED: 5/25/2011

REQUEST: A recent FY12 Budget Question response (#15) addressed the programs and initiatives funded by the Sustainability Fund and their respective FY11 funding levels. Following up on this, please answer these additional questions: (1) When did each of these initiatives begin receiving funding from the Sustainability Fund? (2) How did each initiative come into being or take effect (i.e. Council Resolution, Budget Amendment, etc.)? (3) What are the currently proposed FY12 funding levels for each of these initiatives? (4) Are the Child Development, Child Care Quality, and Workforce Development programs funded by the Sustainability Fund carried out through Health and Human Services Department Social Service Contracts? (5) If so, how are these dollar allocations guaranteed in the new Social Services Contracts funding recommendations?

RESPONSE:

(1) The Sustainability Fund currently funds four major initiatives: the Workforce Development and Child Care Initiatives, administered by the Health and Human Services Department, the Community Technology Initiative, administered by Economic Growth and Redevelopment Services, and a transfer to support the operating budget of Neighborhood Housing and Community Development. The Sustainability Fund was created with the adoption of the City's FY01 Budget, and the Workforce Development and Child Care Initiatives have received payments from the Fund since its inception. The Community Technology Initiative began to receive funding in FY02. This funding was initially included as part of the Workforce Development line item; however, since FY03 the initiative has received its own funding line. Finally, the transfer to NHCD began with the FY10 Budget.

(2) The Workforce Development and Child Care Initiatives took effect along with the creation of the Sustainability Fund as part of the FY01 Budget Ordinance. These initiatives were deemed to align with the Fund's stated purpose of providing resources for projects that will help the City build a sustainable economic, environmental, and equitable infrastructure and, more specifically, were intended to promote increased access to the workplace for Austin's citizens. The Community Technology Initiative was created and funded by the subsequent fiscal year's Budget Ordinance, in accordance with these same goals. As stated above, the Fund's transfer to NHCD was initiated with the FY10 Budget Ordinance, when it replaced a transfer from the General Fund.

(3) While the funding for each of these initiatives is planned to continue in FY12, the exact proposed amounts have yet to be determined. This is due in large part to the fact that Sustainability Fund revenue, and hence the funding available for reallocation to these

initiatives, is driven by the budgeted revenue estimates of the Solid Waste Services, Transportation, Water and Wastewater, and Watershed Protection Departments. Given historical trends, however, it is extremely likely that the Sustainability Fund's FY12 transfer to the Community Technology Initiative will be proposed at $287,833, its FY11 level. Moreover, the answer to part (5), below, suggests that funding for the Child Care Initiative will be at least $331,882.

(4) Funds received by HHSD from the Sustainability Fund are expended by awarding Social Service Contracts to program providers in the following four areas: Direct Child Care, Child Care Quality Training (including Child Development), Workforce Non-Job Placement, and Workforce Job Placement. In FY11, HHSD funded Social Service Contracts in these areas at the following aggregate amounts:

- Direct Child Care: $331,832
- Child Care Quality Training: $1,524,024
- Workforce Non-Job Placement: $742,999
- Workforce Job Placement: $600,011

These amounts sum to $3,198,866, the total FY11 Sustainability Fund allocation for the Workforce Development and Child Care Initiatives.

(5) There are no City requirements that would guarantee funding for any program currently receiving Sustainability Fund dollars. Since the Fund's inception, however, there have been dollars specifically earmarked for addressing workforce and child-care issues. As a result of the competition for FY12 Social Service Contracts, two transition-out-of-poverty collaborations have been recommended, which total $5 million. A portion of these proposals could be funded through the Sustainability Fund as they are in keeping with the Fund's commitment to promoting workforce development. Direct Child Care was not included in the competitive RFP process and HHSD proposes to devote $331,832 of the funds it receives from the Sustainability Fund in FY12 to this program area.

2011-2012 PROPOSED BUDGET
RESPONSE TO REQUEST FOR INFORMATION

DEPARTMENT: PARD

REQUEST NO.: 122

REQUESTED BY: Tovo

DATE REQUESTED: 9/2/11

REQUEST: With regard to PARD's playground program, is there a projected maximum number of participants that can be accommodated per site based on current staffing levels?

RESPONSE:

Currently, the program staffs at a minimum level which includes Activity Specialists level I, II, or III at every site, and one Recreation Aide. Additional staff assigned to a site is based on the total number of participants enrolled on a daily basis. In order to plan for and accommodate an increase in attendance, each zone hires staff that are considered "Rovers." Rovers have the ability to report to any park on any given day and time based on need.

Because the Summer Playground Program is considered a "drop in" program, maximum required child care ratios do not apply. In FY 2010-11, however, the Department made every effort to maintain ratios of 1:17. These ratios are comparable to school ratios of 1:25.

In the proposed FY 2011-12 Summer Playground Program, the Department will offer 4 Premier sites and 6 Satellite sites, each with an estimated average supervisor to youth ratio between 1:20 and 1:30.

DEPARTMENT: PARD

REQUEST NO.: 123

REQUESTED BY: Tovo

DATE REQUESTED: 9/2/11

REQUEST: Participation seems to increase dramatically at PARD's playground program sites from the first two weeks to the last (increasing by more than 500% at several sites). Two possible explanations for consistently low participation in the first few weeks are (1) that families do not know about the program and that as word spreads, more participate and/or (2) that families do not seek out resources such as this one as frequently in the weeks immediately after school ends. What other explanations might account for these increases? How is the playground program currently publicized to families?

RESPONSE:

Factors that may account for the increase in participation may include the following:
- It has been the Department's experience that vacations are taken at the beginning and end of summer vacation.
- After realizing a playground site has been selected as a Summer Food Program site, there is extra incentive for individuals to attend.

It is important to note that the Department does not formally track these specific trends. However, the above information is consistent with anecdotal information staff receive from parents when they complete the required program registration/waiver form which allows the Department to track the number of youth served.

The Summer Playground Program is advertised through the Parks and Recreation website, flyers are distributed and visibly posted at all of Recreation Centers, and the Summer Playground Staff distribute English and Spanish flyers to all AISD Elementary Schools two weeks before school ends. AISD has committed to placing a program flyer in the "Thursday or Wednesday Folders" that students take home on a weekly basis. These folders serve as the District's method of communication with parents.

In addition to flyer distribution, staff is available at the Summer Playgrounds central office to respond to any calls that come from citizens.

2011-2012 PROPOSED BUDGET
RESPONSE TO REQUEST FOR INFORMATION

DEPARTMENT: PARD

REQUEST NO.: 124

REQUESTED BY: Tovo

DATE REQUESTED: 9/2/11

REQUEST: With regard to PARD's playground program, please detail savings associated with proposed reductions to the number of standard sites as well as the increases associated with transforming from standard to premier sites.

RESPONSE:

The total FY 2010-11 budget for the playground program is $538,001. Wages and associated Medicare/FICA benefits for part-time and temporary/seasonal employees are equal to 86% ($462,504); the remaining 14% ($75,497) is for commodity and contractual supplies to operate the program. The reduction in the number of standard sites directly correlates to a reduction in temporary/seasonal staffing costs.

The budget reduction includes the elimination of 29 temporary/seasonal positions (approximately $62,119) and the remaining $121,774 in historically un-obligated temporary/seasonal wages; for a total budget reduction of $183,893.

There are no cost increases to the program associated with the budget reduction and reallocation of resources.

DEPARTMENT: PARD

REQUEST NO.: 125

REQUESTED BY: Tovo

DATE REQUESTED: 9/2/11

REQUEST: If reductions to PARD's playground program were 25% or 50% less than proposed, how could the program be scaled back with the least impact to the number of sites where the program is offered? (In other words, based on PARD's answers to other questions concerning the playground program, would it make the most sense to scale back hours, weeks offered, or ages eligible, or to make some other change?)

RESPONSE:

The Department's intention is to increase the quality of the program at each playground site. Operational funds that previously served 27 sites will now be divided among 10 sites, allowing for higher quality activities and enrichment experiences, which may include, but are not limited to, specialty recreation instructors, environmental education instruction, outdoor education experiences or special events.

A reduction of 25% less than the one proposed would provide the Department an opportunity to reduce the proposed staff to participant ratio from 1:20/1:30 to 1:17 during peak participations hours (between 10 a.m. and 2 p.m.).

A reduction of 50% less than the one proposed would provide the appropriate staff and operational funding to reduce the ratio as mentioned above and allow the Department to open 2 to 3 additional playground sites (1-2 Standard sites and 1 Premier site).

DEPARTMENT: PARD

REQUEST NO.: 126

REQUESTED BY: Tovo

DATE REQUESTED: 9/2/11

REQUEST: Do any grant opportunities exist that could help fund the playground program?

RESPONSE:

At this time there are no current grants supporting the Summer Playgrounds Program. All funding utilized to run this program comes from the City of Austin's General Fund. Generally, federal and state government grants fund new programs and/or expansions and enhancements, not ongoing program expenses. Exceptions to this rule do exist, such as the Summer Food Program grant managed by the Texas Department of Agriculture, but are few.

The most likely vehicle for playground program funding may be through pursuing foundation grants for which PARD is eligible, as specified in each foundation's grant-making guidelines.

PARD staff routinely researches federal, state, and local grant funding opportunities that support initiatives aligned with the Department's Long Range Plan to include the Summer Playground Program. Available grant opportunities through federal, state, and local government entities or through private foundations have declined, a result of the current national economic downturn, and more competition for grant dollars exists. Although more difficult, PARD continues to actively pursue grant funding opportunities.

We currently receive Summer Food Program (SFP) grant funds, which is a Federally Funded Program managed by Texas Department of Agriculture, that strives to provide nutritious meals during the summer time for youth ages 1-18. Sites must meet the specific demographic income qualifications in order to be eligible for the program; therefore, lunch is not served at all 27 playground locations. There are a total of 13 Summer Playground Program sites that are feeding sites for the Summer Food Program. The SFP sites that are also playground sites are listed below, including the last two digits of the zip code and the proposed status of the site:

1. Chestnut Park 2207 East 16th St (02) - Eliminate
2. Davis-White Northeast Park 5909 Crystalbrook Dr. (53) - Standard
3. Dick Nichols Park 8011 Beckett Rd (49) - Eliminate
4. Dove Springs Park 5801 Ainez (44) - Premier
5. Garrison Park6001 Manchaca Rd (45) - Premier
6. Little Stacy Park1400 Alameda (04) - Eliminate
7. Mary Moore Searight Park 907 W. Slaughter Ln. (48) - Eliminate
8. Pecan Springs Playground 3100 Roggee Lane (23) - Premier
9. Quail Creek Park 1101 Marns Meadows Dr. (58) - Premier
10. Ramsey Park 4301 Rosedale Ave (56) - Eliminate
11. Rosewood Park 2300 Rosewood (02) - Standard
12. Shipe Park 4400 Ave. G (51) - Standard
13. Walnut Creek Park 12138 N Lamar (53) - Standard

The remaining playground sites could apply for additional SFP funds to meet needs and sponsors may apply to add a new SFSP site to their program at any time during the approved operational period. PARD would be required to provide to the grantor, Texas Department of Agriculture, all required documentation of low-income children for each site and receive approval before serving youth and requesting reimbursement of expenses for the site.

DEPARTMENT: PARD

REQUEST NO.: 127

REQUESTED BY: Tovo

DATE REQUESTED: 9/2/11

REQUEST: Please provide a map that shows only preliminary site locations for the playground program in FY 2011-12.

RESPONSE: The Parks and Recreation Department currently operates a free playground program at 27 separate locations throughout the City. In an effort to better provide for those in underserved areas of the City, the Department developed a conceptual playground program that reduces the number of sites from 27 to 10 and includes both a Premier and Standard playground program.
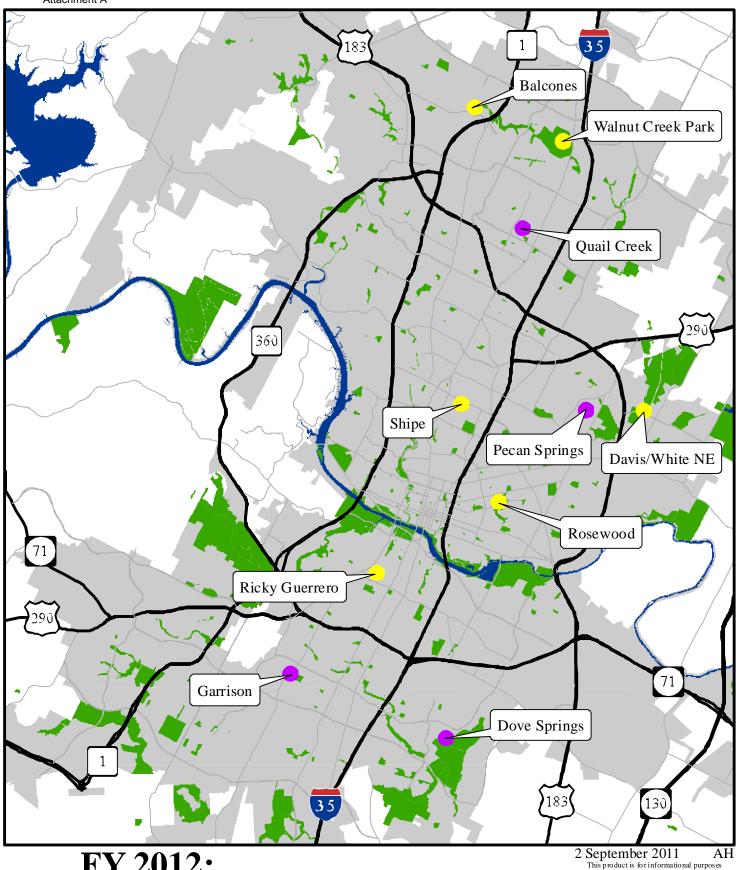
The conceptual 'preliminary' proposal is to end supervised programming at various playgrounds while directing participants to continued programming at other parks. The preliminary map indicates playground locations which were selected based on historical attendance, geographical location and demographic data.

The Department intends to be strategic in the placement of the 10 playground program sites and will utilize the following criteria to determine the areas that will most benefit from a free playground program:
- 2010 census income demographics (median income, % at or below poverty)
- 2010 census age demographics (youth under 12 with in a mile radius)
- Historical attendance figures
- Alternative program options within a 1 mile radius
- Park amenities
- Park accessibility

To date, the available 2010 census data does not include income or age information. Therefore, the Department can not with certainty choose the sites. A preliminary map has been created to illustrate the concept, however, the specific playground sites can not be chosen until a full analysis of the demographic data is complete. Additionally, with the ever changing economics, it will be important for the Department to verify the existence of program alternatives within a 1 mile radius as the 2012 summer season approaches. It can not be assumed that a program that existed in the past will continue to exist in 2012.

See Attachment A for preliminary site locations for the playground program in FY 2011-12.

183

1

I-35

Balcones

Walnut Creek Park

Quail Creek

290

360

Shipe

Pecan Springs

Davis/White NE

Rosewood

71

290

Ricky Guerrero

71

Garrison

Dove Springs

1

I-35

183

130

FY 2012:

Preliminary Site Locations

AUSTIN
PARKS &
RECREATION
Cultural Places, Natural Spaces

CAPRA
ACCREDITED

CITY OF AUSTIN

Legend

● Premier Playground Program Sites

● Standard Playground Program Sites

City of Austin Parks

378 of 482

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Miles

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Playground Program
Fact Sheet

HISTORY:

The Summer Playground Program has been a mainstay of the Austin Parks and Recreation Department's (PARD) summer programming for 84 years. The Summer Playground Program is a free supervised drop-in program that allows children to come and go throughout the day. While at the park, PARD staff offer a fun variety of games, crafts, active play, and science and nature activities for children to enjoy.   The number and location of the Summer Playground Program sites is traditionally based on the attendance at sites the prior year and operational budget.

During the Fiscal year 2012 budget process, PARD was directed to reduce their Department operating budget by 5%. This budget directive impacted the Summer Playground Program by $184,000.

City staff proposed a modification to the Summer Playground program structure by reducing the number of site locations and modifying the structure by adding a quality component titled a "Premiere" playground site. Three envisioned "Premiere" sites will be larger, placed at parks with several amenities, placed in locations identified as having the largest need and offer additional enhancements that the traditional sites do not.

Before finalizing the site locations and program structure staff made a commitment to the citizen's of Austin and City Council to gather public input regarding the needs and desires of the participants.

TIMELINE OF EVENTS:

- **January 30, 2012- February 2, 2012**
  PARD conducted Community Engagement Meetings with citizens specially designed for the Summer Playground Program.
- **February 6, 2012- February 24, 2012**
  Telephone engagements were conducted between Feb 6 – 24th, 2012. Parents were randomly selected from the current participation registration list.

OBJECTIVE:

Select playground locations and "playground" program components that meet the needs of the community as advised during the community engagement stakeholder meetings and phone calls.

STAKEHOLDER MEETINGS:

- **January 30, 2012- February 2, 2012**
  Conducted 6 pm to 8 pm at the following locations
  January 30th   Rosewood Recreation Center
  January 31st   Northwest Recreation Center
  February 1st   Gus Garcia Recreation Center
  February 2nd   Dove Springs Recreation Center
  .
- **February 6, 2012- February 24, 2012**
  Representation from telephone engagements was 54 citizens
  North (14), South (13), East (13) and West (14)

Common Themes
- Free and Safe Playground Sites throughout the City
- Qualified Staff that are Skilled Mentors
- Activities focused on Active Play, Nature and Science, Cultural, and Wellness
- Add a formal sign-in/out process
- Include Healthy Free Meals and Snacks
- Quality Marketing/Advertizing

RECOMMENDATION:

Create and advertise a tiered system to satisfy the various expressed Summer Playground needs. The tiered system will be comprised of the following program components:

Playground Sites: An outreach program offered in areas not typically served via Department facilities or Department programs; drop-in (children may come and go as they please); not governed by the "Child Care Ordinance"; operating Monday-Thursday 9 am to 5 pm and Fridays 10 am to 5 pm; comprised of "Premiere" and "Traditional Playground" sites; primarily outside, utilizing park amenities

Structured Drop In: Value added program in areas that demographically demonstrate need (i.e. lower socio-economic area and high density youth population); drop-in registration (children can choose to participate in specific activities); not governed by the "Child Care Ordinance"; operating Monday-Friday 10 am to 3 pm; shared indoor and outdoor time utilizing both indoor and outdoor amenities for enrichment activities

Formal Summer Camp: Held at established Recreation Centers; structured registration based program, bound by the "Child Care Ordinance" with sign-in/sign out; operating Monday-Friday 7 am to 6 pm; shared indoor and outdoor time, field trips and enrichment activities

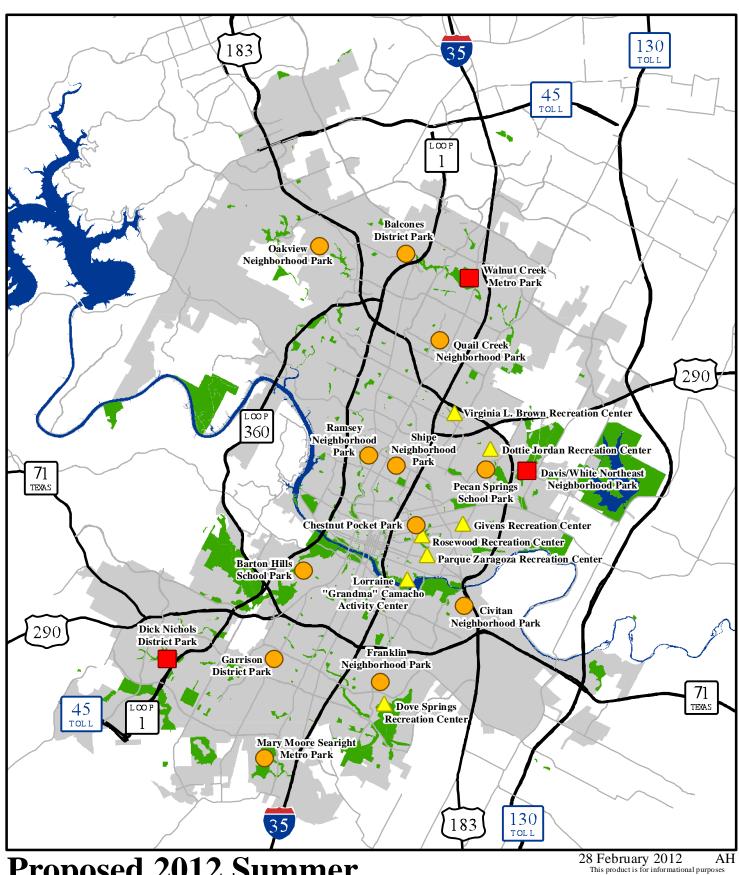**All Sites:** Programming based upon 40 Developmental Assets Qualifying sites receive free lunch

Recommendation Considerations
- Community Engagement Feedback (meetings and phone feedback)
- Socio-economic Factors
- Past Attendance Numbers
- Outreach Potential

FINANCIAL FIGURES/PROJECTED COSTS:

Premiere and Traditional Playground Sites:	$257,361
Structured Drop In:	$ 35,000
Total:	$292,361

Proposed 2012 Summer Playground Program

28 February 2012   AH

This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries. This product has been produced by the Parks and Recreation Department for the sole purpose of geographic reference. No warranty is made by the City of Austin regarding specific accuracy or completeness.

Legend

- 🟥 Premiere Sites
- 🟠 Traditional Sites
- 🔺 Structured Drop In
- City of Austin Parks
- COA Full Purpose Jurisdiction

AUSTIN PARKS & RECREATION
Cultural Places, Natural Spaces

378.3 of 482

Creativity Club
Fact Sheet

HISTORY:

The Creativity Club has been a long standing outreach art immersion after-school opportunity offered at Gullett Elementary School, Oak Hill Elementary School, Zilker Elementary School and Travis Heights Elementary School.

In fiscal year 2011-2012, the Creativity Club art immersion after-school program was added to the Dougherty Arts Center after-school program opportunities and the Department added a Creativity Club exploration program to the Recreation Center after-school program sites as an after-school enrichment opportunity.

In fiscal year 2010, the Dougherty Arts Center transitioned from an enterprise operation to a general fund operation. The decision to transition to the general fund came after several years of the Dougherty Arts Center enterprise fund being unable to cover its expenses. The Dougherty Arts Center expends approximately $1.1 million annually and collects an estimated $700,000 annually.

As a general fund operation, the Dougherty Arts Center is responsible for expending no more than allocated via the Council approved budget process.

TIMELINE OF EVENTS:

December, 2011

> The Parks and Recreation Department conducted a comprehensive analysis of its budget with the goal of improving fiscal responsibility, becoming more efficient, ensuring quality program opportunities and reallocating funds to cover historical short falls.

> During this analysis, it was discovered that the Dougherty Arts Center had overspent their budget by 6%.

January, 2012

> The Dougherty Arts Center reviewed cost reduction options (self-imposed) to ensure they were able to meet budget expectations. The following was considered:
> - What programs/services does the Dougherty Arts Center offer that are exclusive to the DAC?
> - What programs/services does the Dougherty Arts Center offer that are considered affordable opportunities as compared to competitors?
> - What programs/services does the Dougherty Arts Center offer that are also available through a competitor?
> - What program/services does the Dougherty Arts Center offer that can be offered via a partnership?
> - While the Dougherty Arts Center is looking to be more fiscally responsible, it is not a business but a public service provider.
>
> The Department researched alternative City fiscal management opportunities specific to the Creativity Club but were unable to identify any viable options.
> The Department decided to eliminate Creativity Club from its program complement and pursue an alternative service provider.
> Approximately 50 parents attended a parent meeting on January 26, 2012 to express their desire for the Department to continue Creativity Club at the four elementary schools.

February, 2012

> The Department identified Theater Action Program as the most appropriate alternative service provider to take over the Creativity Club operations at the 4 elementary schools beginning in the Fall, 2012.

OBJECTIVE:

The Dougherty Arts Center desires to provide its patrons the same level of service without interruption while still meeting its budget obligations.

STAKEHOLDER MEETINGS:

January 26, 2012

RECOMMENDATION:

Facilitate the Transition of Creativity Club from the Dougherty Arts Center (DAC) to the Theater Action Program (TAP) utilizing the following timeline and process:

- DAC contacts schools to alert them to transition and introduces TAP--March
- TAP Staff arrange to meet with each school principal, staff.--March
- TAP staff visits Creativity Club classes--March
- DAC emails TAP the following: operations manuals, timelines, database of parents, any pertinent forms that will help TAP replicate program model --March
- DAC Emails and creates handout to give to all Creativity Club parents explaining transition, introducing TAP, invite to informational meeting in late March
- Host Parent informational meeting for March
- TAP emails and creates handout to give to parents telling them more about themselves and announces when sign up will be for Fall classes.-April
- TAP meets with current Creativity Club staff to discuss program and explain procedure for being hired by TAP to resume placement in Fall-April
- TAP emails and makes handouts with details about sign up for Fall classes.--May
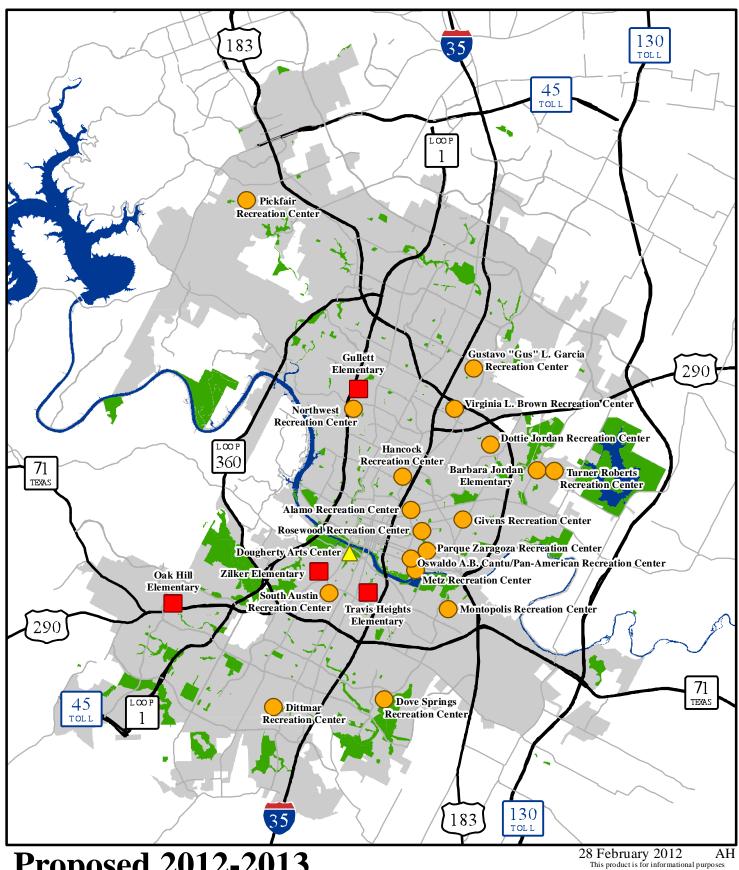- TAP conducts all registration and takes on program from there May-August

It is important to note the DAC has agreed to provide training to TAP as requested and TAP has agreed to consider hiring existing instructors to retain the continuity of the program. A formal agreement addressing this partnership will be drafted and signed in the near future.

FINANCIAL FIGURES/PROJECTED COSTS:

Creativity Club Expenses: $206,081

General fund expense saving from the Creativity Club will be reallocated to cover budget short falls at the Dougherty Art Center, Austin Nature and Science Center and the Emma S. Barrientos Mexican American Cultural Center

Proposed 2012-2013 Creativity Club Sites

28 February 2012   AH
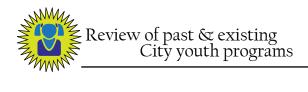
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Legend

- **Alternative Service Provider Program** (red square)
- **Department Exposure Programs** (orange circle)
- **Creativity Club After School Program** (yellow triangle)
- **City of Austin Parks** (green)
- **COA Full Purpose Jurisdiction** (gray)

AUSTIN PARKS & RECREATION
Cultural Places, Natural Spaces

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378.6 of 482

Agreements:

_____
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Actions:

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Next Steps:

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Community public safety goals & resource allocation priorities

Summary
Background
Notes

TOPIC: Community Public safety goals and resource allocation priorities.
COUNCIL SPONSOR: Bill Spelman
ALLOTED TIME: 1 hour

ISSUES/QUESTIONS FOR DISCUSSION: _____

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HISTORY OF 2.0 OFFICERS PER 1,000 POPULATION

The City of Austin's commitment to maintaining a ratio of 2.0 officers per 1,000 population dates back nearly a decade. Leading up to the FY 2002 Business Plan, there was much council and community discussion regarding Police Department staffing. As a result, the Police Department's Business Plan for FY 2002 laid the groundwork for the 2.0 per 1,000 staffing model by describing what was needed in terms of FTEs and funding. In June 2001, City Manager Jesus Garza's transmittal letter for the FY 2002 Draft Policy Budget states:

> *You will also find something a little different about this Draft Policy Budget. While typically the document is intended to focus solely on the coming year -- I am taking a different approach this year. I want to utilize this document to lay the foundation for the next two years...Taking that action has helped us prepare for what looks to be a lean FY 02 and perhaps an even leaner FY 03....To that end, we are estimating that the FY 2003 budget will be prepared under the following assumptions...Committed increases in public safety, including the third year of APD Meet and Confer, the second year of transitioning APD to 2.0 officers per thousand, and the third year of Fire Department taskforce staffing (p.1-3).*

The reference to 2.0 officers per 1,000 continued in the Proposed Operating Budget for FY 2002 (p. 143). However, by September 2001 (when the budget was adopted) the economy had taken a significant downturn and all documented references to the goal of 2.0 officers per 1,000 were replaced with descriptions of how the department planned to maintain the ratio of 1.9 officers per 1,000 that had already been achieved. During this time, even while discussion was refocused to maintaining 1.9 officers per 1,000, City Manager Garza still made reference in his transmittal letter for the FY 2002 Approved Operating Budget (p. T-7) to beginning a "five-year plan to increase our officer to resident ratio to 2.0 officers per 1,000 residents". This reference was again made in the highlights section of the Police Department's FY 2002 Approved Operating Budget.

References to the 2.0 goal can be found again the next year in City Manager Toby Futrell's Transmittal Letter for the FY 2003 Operating Budget:

> *Highlights of our public safety departments' FY 2003 budget are as follows:*
> <u>*Transition to 2.0 officers per 1000 residents.*</u> *Augmented by grant funding, this five year goal will be achieved ahead of schedule in fiscal year 2003 and will add 60 new officers to the APD force. (p. T-11)*

The goal is documented again in the FY 2003 Approved Budget:

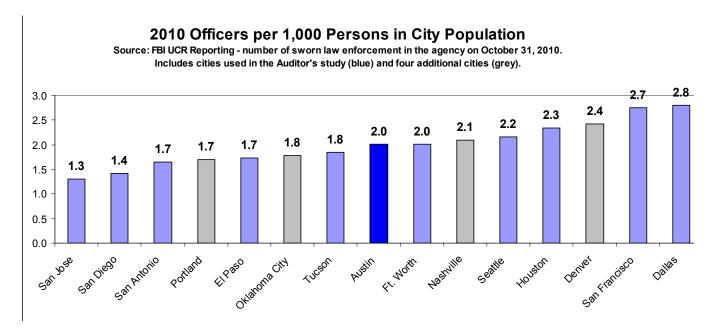> <u>*Achieves goal of 2.0 Officers per 1,000 Residents*</u>
> *A 5-Year plan to increase the staffing ratio to 2.0 officers per 1000 residents was adopted in FY2002. Population projections indicate that in FY2003, the department should increase its sworn strength by a total of 36 positions as a second year effort to reach this goal (p.506)*

"Maintaining the 2.0 [police] staffing per 1,000 residents" is mentioned again in the Budget Highlights section of the FY 2004 Approved Budget (T-16).

PEER CITY COMPARISONS

Based on numbers provided to the FBI in 2010, the average officer staffing ratio for cities with populations over 500,000 (34 cities total) is 2.62 officers per 1,000 population. The average for cities with populations over 1,000 (9,241 cities total) is 2.19 officers per 1,000 population.

The following chart shows cities of comparable size to Austin. The average number of officers per 1,000 population for these cities is 2.00.

2010 Officers per 1,000 Persons in City Population

**Source: FBI UCR Reporting - number of sworn law enforcement in the agency on October 31, 2010.
Includes cities used in the Auditor's study (blue) and four additional cities (grey).**

City	Officers per 1,000
San Jose	1.3
San Diego	1.4
San Antonio	1.7
Portland	1.7
El Paso	1.7
Oklahoma City	1.8
Tucson	1.8
Austin	2.0
Ft. Worth	2.0
Nashville	2.1
Seattle	2.2
Houston	2.3
Denver	2.4
San Francisco	2.7
Dallas	2.8

SWORN OFFICER STAFFING PROJECTIONS

The simplicity of the 2.0 officers per 1,000 residents makes it easy for multi-year budgeting. Consolidation of Park, Airport, and City Marshals with the Police Department changed the projection calculations somewhat. Annexations have also been considered in calculating future needs. The following is the response to a FY 2012 budget question:

Below is a table showing the calculation of 2.0 officers per thousand for the past five years as well as the projection for the next five years. The population projections from the City Demographer are added to the population estimates from anticipated annexations. The number is then divided by 1,000 and then multiplied by 2. The calculation is also shown as adjusted to exclude officers assigned to Airport Police, Downtown Marshalls and Parks Police

POLICE SWORN FTEs
FUNDING REQUIREMENTS

	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Population (City Demographer)			752,666	777,559	782,483	813,776	828,223	845,024	860,018	875,274
Popul of Anticipated Annexations			16,836	7,937	8,237	0	0	0	3884	3884
Total Population used for 2.0	735,088	750,525	769,502	785,496	790,720	813,776	828,223	845,024	863,902	879,158
Police Required for 2.0			1,539	1,571	1,581	1,628	1,656	1,690	1,728	1,758
Prior Year Sworn FTEs	1,435	1,442	1,515	1,621	1,621	1,669	1,718	1,746	1,780	1,818
Adjustment for Airport Police				-34	-39	-41	-41	-41	-41	-41
Adjustment for Marshalls					-14	-14	-14	-14	-14	-14
Adjustment for Park Police					-35	-35	-35	-35	-35	-35
FTEs for 2.0 Calculation	1,435	1,442	1,515	1,587	1,533	1,579	1,628	1,656	1,690	1,728
Per Thousand Rate			1.97	2.02	1.94	1.94	1.97	1.96	1.96	1.97
New Officers to Maintain 2.0	6	39	24	0	48	49	28	34	38	30
Anderson Mill Road Annexation: Pop. 915: FY 08	0	2	0							
North Acres Annexation: Pop. 1,998: FY 08	0	4	0							
The Penisula Annexations: Pop. 1,086: FY 08	0	2	0							
Lost Creek Annexations Moved toDecember 2015: Pop 3,884	0	0	0							
Anderson Mill MUD Annexation: Pop. 12,837: FY 08	0	26	0							
Springwoods MUD SPA Annex, Pop. 7,937 Dec 2010	0	0	0							
Assistant Chief Position: FY 07	1	0	0							
Commander: Savings Plan Cut:	0	0	-1							
Riverplace, Dec. 2017 Pop.	0	0	0							
Other areas, Dec. 2010 Pop. 300	0	0	0							
North Austin MUD MAP, Pop.	0	0	0							
PSEM Consolidation	0	0	83							
SUBTOTAL	7	73	106							
TOTAL Funded Sworn FTEs	1,442	1,515	1,621	1,621	1,669	1,718	1,746	1,780	1,818	1,848
Per Thousand Rate	1.96	2.02	2.11	2.06	2.11	2.11	2.11	2.11	2.10	2.10

Note: The Department will undergo a Patrol Utilization Study beginning in March as requested by City Council.

Does Austin need more cops?
(If not, what should we do, instead?)

Bill Spelman
8 September 2011

65% of the increase in this year's general fund budget is going to the Austin Police Department. We're cutting library hours and book budgets, closing the Dottie Jordan and Austin Recreation Centers, and letting hundreds of acres along stream beds erode – but we're spending $4 million to hire 47 more sworn police officers.

Does this make sense? Is this the best use of taxpayer dollars?

The answer depends on the costs of crime, and on how effective police are at reducing it.

1

Crime is costly

	Estimated annual cost	Cost per person
Crime	$1.1 billion	$1,400
Traffic congestion	$0.5 billion	$ 600

Crime is more costly than we think.

Cost estimates shown above are based on the Uniform Crime Reports collected annually by the FBI for calendar year 2009, the latest year for which UCR data are available. They account for the fact that most crimes are not reported to the police, using reporting rates from the National Victimization Survey for 2009. Costs per crime type include economic and psychic costs to victims and their families, and costs to taxpayers associated with police response, prosecution, and punishment. Source: McCollister, French, and Fang, "The cost of crime to society," *Drug and Alcohol Dependence 108* (2010) 99-109.

Costs of traffic congestion for 2009 taken from Texas Tranportation Institute, *Urban Mobility Study* (2011).

Crime is more costly than traffic congestion. We need to have the same kind of community conversation about crime as we have had for years about traffic.

2

Will more officers help?

Most criminal justice experts say no.

National Academy of Sciences, 2004:
> "[T]he standard model of policing . . . Has generally not been found to be effective either in reducing crime or disorder or decreasing citizen fear."

Many other observers say much the same thing. See, for example, Lawrence W. Sherman, et al., *Preventing Crime: What Works, What Doesn't, What's Promising* (National Institute of Justice, 1997), John E. Eck and Edward R. Maguire, "Have changes in policing reduced violent crime," in *The Crime Drop in America*, ed. by Alfred Blumstein and Joel Wallman (Cambridge, 2006), and David Weisburd and John E. Eck, "What can police do to reduce crime, disorder, and fear?" *Annals 593* (2004) 42-65.

More of the same provides pretty much the same results as we have right now: Low but stable violent crime rates; high and stable property crime rates.

3

Consensus based on "bottom-up" studies

What happens to crime when we use more
  of the same police tactics?

• More preventive patrol
• Faster response to emergency calls
• Intensive, "zero tolerance" enforcement
• More follow-up investigations

Very little effect on crime or citizen fear

Since the early 1970s, there have been lots of experiments with standard police operations. Most of them have shown that the critical elements of standard police work – random preventive patrol, rapid response to emergency calls, and follow-up investigations – are severely limited in their effectiveness.

The "zero-tolerance" studies show the same thing. Intensive enforcement, particularly of small infractions, has little to no effect on crime rates.

The usual interpretation of this is that more of the same won't work very well. Instead, we need a more effective set of police procedures and practices.

4

A new conclusion?

Paul Heaton, 2010:

"For a number of large cities, we estimate returns on investments in additional police in terms of reduced crime that are likely to be appreciably above hiring costs."

Paul Heaton's study was cited in a press release by the Austin Public Safety Commission. It represents a significant departure from the conventional wisdom, suggesting that more of the same would in fact be effective at reducing crime.

Source: Paul Heaton, "Hidden in plain sight," Rand Corporation (2010). Available online at http://www.rand.org/pubs/occasional_papers/OP279.html.

Heaton's result based on "top down" studies

What happens to crime as police staffing changes?

- many cities
- increasing number of years
- easy to collect data

But

- hard to do well
- may be difficult to interpret

Heaton's result was based on an entirely different way to study the effects of police on crime. Instead of examining levels of patrol, response time, and investigations, Heaton examined the effects of changes in police staffing over time. In theory, this is easy to do: Data on police staffing and crime rates are available for many cities and many years over time. But these studies are difficult to do well and may produce results that are difficult to interpret.

Let's take a look at examples of each of these two problems.

6

Levitt study

Study conducted by Levitt (1997)

	simple	complex before	
violent crime	**-1.2%**	**-13.9%**	
property crime	**-1.3%**	- 3.8%	

Effect on crime of 10% increase in sworn police personnel.
Statistically significant results shown in **bold**.

The study everyone talks about was conducted by *Freakonomics* author Steven D. Levitt ("Using electoral cycles in police hiring to estimate the effect of police on crime," *American Economic Review 87* (1997) 270-290). Levitt's study wasn't the first "top-down" study, but it was the first to use a complex method of dealing with the problem of bi-directionality (police reduce crime, but crime causes cities to increase the number of police). Levitt provided two results: One based on a simple approach, the other based on a complex approach he claimed was more accurate.

Results, shown above, estimate the effect on crime of a 10% increase in the number of sworn police officers. Using the simple approach, Levitt found crime would decrease by about 1%. Using his complex approach, he got an effect of 4 to 14%, though only the 14% effect on violent crime was statistically significant (shown in **bold**). Levitt's result appeared to contradict the bottom-up consensus: More cops would cut crime by a lot.

7

Levitt study

Study conducted by Levitt (1997),
reanalyzed by McGrary (2002).

Fixed erroneous city-size weights
Fixed erroneous mayoral election dates

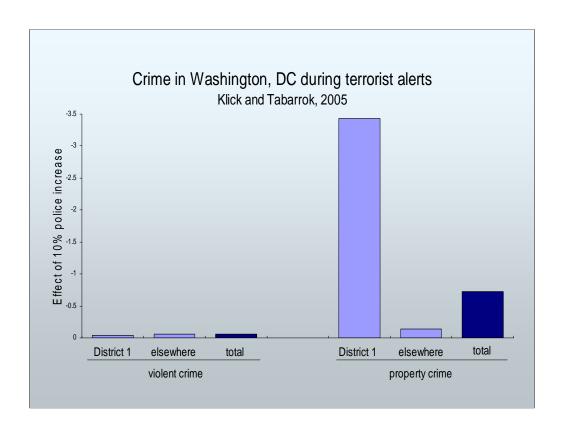|	simple	complex before	complex after
violent crime	**-1.2%**	**-13.9%**	-6.6%
property crime	**-1.3%**	- 3.8%	+1.1%

Effect on crime of 10% increase in sworn police personnel.
Statistically significant results shown in **bold**.

That result looked hinky to Justin McCrary, who reanalyzed Levitt's data and got a different result. After seeing McCrary's results, Levitt acknowledged that he made two mistakes.

First, he got his weights backwards. Jersey City (population 250,000) and New York (population 8,000,000) were both in Levitt's sample. New York City results are more accurate than Jersey City results, so giving New York more weight should improve overall accuracy. But Levitt mistakenly reversed the weights, giving Jersey City (and all small cities) more weight than New York (and all big ones).

Second, Levitt's procedure for improving accuracy relies on the fact that cities tend to increase police staffing during mayoral election years. Problem is, he got some of his election years wrong.

When these mistakes were corrected, the results changed. Neither the violent nor the property crime effects are significant, meaning we can't tell whether they're positive or negative.

8

Crime in Washington, DC during terrorist alerts
Klick and Tabarrok, 2005

Studies have to be interpreted properly, also. Probably the best of the top-down studies was conducted by Jonathan Klick and Alexander Tabarrok, "Using terror alert levels to estimate the effect of police on crime," *Journal of Law and Economics 48* (2005) 267-279. This study was based on the response of the Washington, DC police to post-9/11 terrorist alerts. When they received an alert, the police paid overtime to increase the number of officers on the street by 50%. Alerts were not made public, though, so any change in crime must be due to the number of officers.

The increase in officers had little effect on violent crime, and little effect on property crime throughout most of DC. It did reduce property crime on the National Mall (District 1). Still, the overall effect is the citywide total (dark blue columns). Heaton only used the District 1 effect, not the total, and only used the property crime effect, not the violent effect.

You can't do that. Cherry picking your findings leads to misleading results.

9

Previous research: Heaton's version
Effect of 10% increase in sworn police personnel

author (date)	violent	property
Corman & Mocan (2000)	-4.7%	-4.3%
DiTella & Schargrodsky (2004)		-1.6%
Evans & Owens (2007)	-9.9%	-2.6%
Klick & Tabarrok (2005)		-4.3%
Kovandzic & Sloan (2002)		
Levitt (1997)		
Levitt & McGrary (2002)		
Levitt (2002)	-4.4%	-5.0%
Marvell & Moody (1996)		
Marvell & Moody (1996)		
Spelman (2011)		
Worrall & Kovandzic (2007)		
consensus estimate	-6.0%	-3.8%

Heaton looked at five studies of the effects of police on crime, including Klick and Tabarrok's study of DC terrorist alerts, but not including either of the Levitt studies. His results were a direct contradiction of the criminal justice consensus: A 10% increase in the number of cops in a city would reduce the crime rate by 4% to 6%.

Heaton combined this result with estimates of the costs per crime to show that, if these effects are accurate, increasing the number of sworn police officers is a good financial deal for some cities.

Previous research: Revised, expanded
Effect of 10% increase in sworn police personnel

author (date)	violent	property
Corman & Mocan (2000)	-4.7%	**-4.3%**
DiTella & Schargrodsky (2004)		**-1.6%**
Evans & Owens (2007)	**-9.9%**	**-2.6%**
Klick & Tabarrok (2005)	-0.1%	-0.7%
Kovandzic & Sloan (2002)	-0.2%	-0.9%
Levitt (1997)	**-1.2%**	**-1.3%**
Levitt & McGrary (2002)	-6.6%	+1.1%
Levitt (2002)	-4.4%	**-5.0%**
Marvell & Moody (1996)	-0.7%	**-1.4%**
Marvell & Moody (1996)	**-1.8%**	-0.2%
Spelman (2011)	**-1.4%**	**-1.5%**
Worrall & Kovandzic (2007)	-3.4%	-2.0%
consensus estimate	**-0.8%**	**-1.0%**

Heaton's result is only as good as the critical assumption: that a 10% increase would reduce crime by a lot. That assumption was consistent with five studies (some with technical errors, one taken badly out of context). But it is not at all consistent with six other studies, *not* included in the Heaton review. You can't cherry pick your results; you can't cherry pick your studies, either.

If we examine all studies available, the effect of a 10% increase in police is to reduce crime by about 1%. This result is consistent with the "bottom up" studies and the consensus among criminal justice researchers: More cops *do* reduce crime, but not by much.

11

Are more officers worth the money?

10% inc in officers → 1% reduction in crime

1,600 officers × 10%
= 160 officers × $100,000 / officer
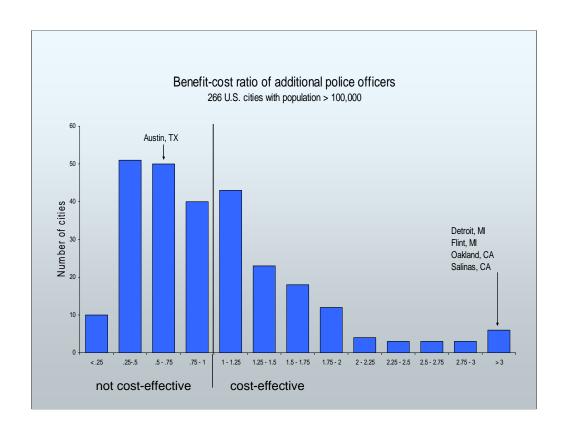= $16 million
$1.1 billion in crime costs × 1%
= $11 million

We'd spend $16 million to save $11 million.

So let's do the math. Let's use round numbers to keep it simple.

Austin has about 1,600 police officers. A 10% increase is 160. Each officer costs us just about $100,000 per year, including salary, insurance, pension, and equipment. That's an out-of-pocket cost of $16 million per year.

As described above, Austin's annual costs of crime, including reported and nonreported crime, economic costs, medical costs, psychological costs to victims, and criminal justice costs to taxpayers, are about $1.1 billion. If a 10% increase in police causes about a 1% reduction in crime costs, then the public benefit of those increased 160 officers is 1% of $1.1 billion or $11 million. The return on investment is 11/16 ≈ 0.7.

The ROI may or may not really be that low; these numbers are rough. But they're the best we've got, and they are not biased. All we *can* be sure of is that more cops will *not* be a bargain. They may not even be the best way to reduce crime.

12

Benefit-cost ratio of additional police officers
266 U.S. cities with population > 100,000

Number of cities

60

50

40

30

20

10

0

Austin, TX

Detroit, MI
Flint, MI
Oakland, CA
Salinas, CA

< .25 | .25-.5 | .5 - .75 | .75 - 1 | 1 - 1.25 | 1.25 - 1.5 | 1.5 - 1.75 | 1.75 - 2 | 2 - 2.25 | 2.25 - 2.5 | 2.5 - 2.75 | 2.75 - 3 | > 3

not cost-effective | cost-effective

It may be unexpected, but that small ROI is common among U.S. cities. Most cities don't need more police officers (that is, benefit-cost ratios, calculated like the one above, are less than 1.0). Austin is in the middle of the pack.

Cities that definitely *do* need more police are like Detroit and Flint, MI, or Oakland and Salinas, CA: high violent crime rates, strapped for cash. Detroit should hire more police officers, but I bet they'd also hire more firefighters, paramedics, trash collectors, and librarians if they had the money.

Nationwide, then, more police officers are not likely to be a cost-effective response to the crime problem. Is there anything else that *does* make sense?

13

So what *does* work?
Some forms of offender treatment

For every dollar spent on	ROI
Intensive supervision probation	$2.28
Juvenile drug courts	4.22
Mental health courts	4.95
Drug treatment / high-risk	**7.35**

Source: Washington State Institute of Public Policy (2011).

Turns out there is. These results are based on a review very much like Heaton's, conducted by the Washington State Institute of Public Policy based in Olympia. WSIPP is a unit of the state legislature, and functions very much like the Congressional Research Service. They looked at thousands of studies of post-conviction offender treatment and control programs, both in prison and in the community. They used the same cost figures as Heaton did (and I did, above), accounting for unreported crime in exactly the same way. Their results are expressed in ROI terms: A dollar invested in a particular program would produce how many dollars in return?

More cops produces an ROI of (very roughly) 70 cents – not a good deal. WSIPP found that several treatment programs produce ROIs greater than $2.00 for every dollar invested. Drug treatment for high-risk offenders is a particular standout. More of that is a good idea.

14

What else works?
Focused, specific police activities

National Academy of Sciences, 2004:

"There is very strong research evidence that the more focused and specific the strategies of the police, the more they are tailored to the problems they seek to address, the more effective police will be in controlling crime and disorder."

After all the errors are fixed and all the studies are included, the bottom-up and top-down police studies show just about the same thing: Traditional police work helps reduce crime, but isn't very cost-effective. Research on nontraditional police tactics shows that these often works better. The keys are focused, specific strategies, tailored to recurring community problems. Often the best strategies involve cooperation from other city agencies, local businesses, neighborhood groups, and the public.

This "community problem-solving" approach is more effective – and much more efficient – than the old standard of random patrols, fast response, and routine detective work. For more on this, see Anthony Braga, *Problem-Oriented Policing and Crime Prevention* (Criminal Justice Press, 2008), Herman Goldstein, *Problem-Oriented Policing* (1990), or the police studies cited in slide 3, above.

15

What else works?
Some police activities

For every dollar spent on	ROI
Burglary target-hardening	$1.83
Closed-circuit television	1.90
Residential street lighting	2.12

All work best when tailored to solve a specific problem, requiring improved analysis capacity.

Specific results are few and far between, in part because community problem-solving requires tailoring a different solution to each problem. The British Home Office has tried out these three police activities wholesale throughout the UK, though, and obtained reasonably good results. Results are better when activities are tailored to solve a specific, recurring problem. The critical issues are problem identification and analysis based on specific intelligence. Only after police understand a problem can they respond to it appropriately.

Note that APD officers do a little bit of burglary target-hardening and are experimenting with CCTV. Presumably, we'll get better results, dollar for dollar, from these activities than we get from random patrol, response to calls, and routine detective work.

16

What should we do?

Reduce increase in sworn police personnel

Not 47 new officers but 31
Reduction from 2.00 to 1.98 per thousand
Reduced cost: $1.40 million

Spend the difference on

Community drug treatment $0.65 million
APD civilians 0.65
Police allocation study 0.10

More officers aren't cost-effective unless they're engaged in cost-effective activities. More patrols, faster response, and more routine investigations won't pay for themselves in terms of crime cost reduction.

Drug treatment will. Let's put back the $650,000 lost from the Integral Care budget for drug treatment to high-risk, chemically dependent offenders. Nationwide studies show this is roughly ten times as cost-effective at reducing crime as more cops.

More carefully targeted police work might help, too. Let's make eight temporary 911 operators permanent employees, and hire crime analysts and evidence technicians needed to make patrol work more efficient and effective.

Finally, let's set aside $100,000 to hire a consultant to get a better solution to the problem: What do we want our police officers to do, and how many of them do we need?

We need to talk about crime

Crime may be more costly than traffic.

Like traffic,

standard solutions are expensive and don't work very well, but

alternatives appear to be more cost-effective.

We need to consider alternatives.

Crime is costly – for victims and their families, for neighbors and businesses, for taxpayers. It may be more costly than our traffic congestion problem.

We talk about traffic all the time, and many of us have concluded that the standard solution – more roads – is expensive and isn't complete. We need to consider alternative forms of transportation (HOV lanes, BRTs, trains), and alternative land uses like walkable neighborhoods that reduce vehicle-miles traveled.

The same is true for crime. More cops, like more roads, may help. But the cost is enormous, and cost-effective alternatives are available.

As with traffic congestion, a better, more productive discussion can only improve our understanding, our decision making, and our quality of life.

18

Sitting Ducks, Ravenous Wolves, and Helping Hands:
New Approaches to Urban Policing*

by William Spelman and John E. Eck†

Drug dealers have taken over a park. Neighborhood residents, afraid to use the park, feel helpless. Foot patrols and drug raids fail to roust the dealers.

A city is hit with a rash of convenience store robberies. Stakeouts, fast response to robbery calls, and enhanced investigations lead to some arrests—but do not solve the robbery problem.

Disorderly kids invade a peaceful residential neighborhood. Although they have committed no serious crimes, they are noisy and unpredictable; some acts of vandalism have been reported. The kids are black and the residents white—and the police fear a racial incident.

Problems like these plague cities everywhere. Social incivilities, drug dealing and abuse, and violent crime hurt more than the immediate victims: they create fears among the rest of us. We wonder who will be next, but feel incapable of taking action.

Until recently, there was little the criminal justice system could do to help. Police continued to respond to calls for service, and attempted (usually without success) to arrest and punish the most serious criminals. Sometimes they tried to organize a neighborhood watch. But research conducted in the 1970s and early 1980s showed repeatedly that these strategies were severely limited in their effectiveness.

Since the mid-1980s, some innovative police departments have begun to test a new approach to these problems. This "problem-oriented" approach differs from the traditional methods in several ways:

• Police actively seek ways to prevent crime and better the quality of neighborhood life rather than simply react to calls for service and reported crimes.

• Police recognize that crime and disorder problems arise from a variety of conditions and that thorough analysis is needed before they can tailor effective responses to these conditions.

• Police understand that many crime and disorder problems stem from factors beyond the control of any single public or private agency. If these problems are to be

solved, they must be attacked on many different fronts, with the police, other agencies, and the public "coproducing" neighborhood security.

Recent research shows that when police adopt a proactive stance, analyze local conditions, and recognize the value of coproduction in framing and implementing a response, they can reduce crime and fear of crime. This new approach has profound implications for the management and operations of police agencies, and for the relationship between the police and the communities they serve.

THE PROBLEM: THE INCIDENT-DRIVEN APPROACH

Problem-oriented policing is the culmination of more than two decades of research into the nature of crime and the effectiveness of police response. Many strands of research led to the new approach, but three basic findings were particularly important:

• Additional police resources, if applied in response to individual incidents of crime and disorder, will be ineffective at controlling crime.

• Few incidents are isolated; most are symptoms of some recurring, underlying problem. Problem analysis can help police develop effective, proactive tactics.

- Crime problems are integrally linked to other urban problems, and so the most effective responses require coordinating the activities of private citizens, the business sector, and government agencies outside the criminal justice system.

In short, "incident-driven policing," the prevailing method of delivering police services, consistently treats symptoms, not diseases. By working with others to identify, analyze, and treat the diseases, police can hope to make headway against crime and disorder.

Adding Police Resources Will Be Ineffective

Most police work is reactive—a response to crimes and disorders reported by the public. And current reactive tactics may be effective at controlling crime, to a point. For example, by maintaining some threat of apprehension and punishment, current police actions may deter many would-be offenders.[1]

Nevertheless, twenty years of research into police operations suggest that the marginal value of additional police resources, if applied in the traditional, reactive ways, will be very small.[2] For example, preventive patrol tactics probably will not deter offenders unless the patrol force can be increased dramatically—perhaps by a factor of thirty or more.[3] Only 10 percent of crimes are reported to the police within five minutes of their being committed; thus even the fastest police response to the scene will not result in apprehension of a suspect for the vast majority of crimes.[4] And case solution rates are low because detectives rarely have many leads to work with; even if the number of detectives could be doubled or tripled, it would have virtually no effect on the number of cases solved.[5]

Research has also revealed that alternative deployment methods—split force, investigative case screening, differential response to calls—can succeed in shifting scarce resources to those incidents where they are most needed.[6] In the cases studied, these schemes, often directed by crime analysis, made police operations more efficient and freed up resources for other activities. But they did not make operations more effective.

Crime Analysis Can Lead to More Effective Tactics

Three elements must generally be present before a crime will be committed:

someone must be motivated to commit the crime; a suitable target must be present; and the target must be (relatively) unguarded, providing the offender with an opportunity to commit the crime.[7] These elements are more likely to be present at some times and places than at others, forming crime patterns and recurring crime problems. The removal of just one of the elements can alter a crime pattern. Thus, by identifying the elements that are easiest to remove and working to remove them, police can make crime prevention tactics more efficient and effective.

The most obvious crime patterns are spatial. Since the 1930s, researchers have shown that crime types and offender methods of operation—not to mention gross crime rates—differed substantially among neighborhoods.[8] One reason for these differences is that some kinds of neighborhoods have fewer unguarded targets than others. For example, neighborhoods with diverse land uses, single-family houses and garden apartment buildings, and intense street lighting provide criminals with fewer opportunities and incur lower crime rates.[9] Social characteristics such as residential stability, homogeneity of lifestyle, and family orientation empower residents of a neighborhood to "handle" bad actors without calling the police.[10]

Another reason crime rates differ between neighborhoods is that some areas have more potential offenders and victims than others. Adolescents, the poor, and members of minority groups commit property crimes at higher rates. Also, poor youths have few sources of transportation, so it is not surprising that burglary and robbery rates are highest in neighborhoods with many poor Black and Hispanic youths. Some neighborhoods attract more than their share of offenders because open-air drug markets or bars that cater to the especially rowdy or criminal are located there. Potential victims who have the money to do so can make themselves unattractive to offenders by keeping valuables in safe deposit boxes or safes, garaging their cars, and buying houses with sturdy locks and alarms.

Thus neighborhood crime patterns differ in predictable ways, for comprehensible reasons. The implications for crime prevention policies are obvious: if our aim is to reduce the crime rate in a given neigh-

borhood, it is clearly important to know what crimes are committed there, and what might be done either to reduce the number of available offenders or victims or to increase the number of willing and able guardians. Since neighborhoods differ, the best crime prevention strategies will differ from one neighborhood to the next. Officers assigned to an area must study the social and physical conditions there before developing and implementing strategies.

These strategies are given a focus by one regularity that seems to hold for crime problems in all neighborhoods: crime is concentrated. Suppose we took all the criminals active in a community and lined them up in order of the frequency with which they committed crimes. Those who committed crimes most often would go to the head of the line; those who committed crimes only occasionally would go to the end. If all offenders were alike, then it would not matter much where we lined the offenders up; the offenders at the front of the line would commit about as many crimes as those at the end. For example, the "worst" 10 percent of criminals would account for

2

Figure 1

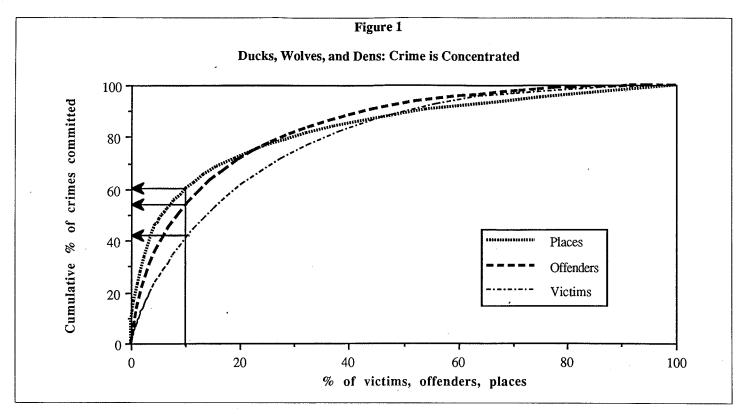## Ducks, Wolves, and Dens: Crime is Concentrated

about 10 percent of all crimes. But if there were significant differences among offenders, those at the head of the line would account for far more than their share of all crimes committed; the worst 10 percent would account for much more than 10 percent of all crimes. Analysis of arrest records and offender interviews shows that offenders differ substantially, and that the worst 10 percent of criminals commit about 55 percent of the crimes (see figure 1).[11]

The same principle applies to victims and places. A few particularly vulnerable people run risks of victimization that are much higher than average—the most vulnerable 10 percent of victims are involved in about 40 percent of all crimes.[12] And over 60 percent of crimes are committed at a few particularly dangerous locations.[13] Research suggests that there are usually good reasons why these offenders, victims, and locations account for so many crimes. If something can be done about these "ravenous wolves," "sitting ducks," and "dens of iniquity," the crime problem can, in theory, be reduced dramatically.

This is all the more true because current police policies systematically overlook the most crime-prone people and places. For example, until recently, police gave little attention to cases of family violence—even though abused family members suffer particularly high risks of being abused again.[14] If repeat calls to a single

location are made at different times of the day, they will be distributed over several shifts; thus even the beat officers may not recognize the continuing nature of the problem. The most frequent offenders are also the most successful at evading arrest.[15]

These concentrations of crimes among victims, locations, and offenders are important handles for proactive crime-prevention activity. They are the "problems" that are the focus of problem-oriented policing. Government and private agencies have mounted a wide variety of programs aimed at preventing these most predictable of crimes. For example, police, prosecutors, judges, and parole boards have adopted programs and policies aimed at deterrence and incapacitation of frequent, serious offenders.[16] Especially vulnerable people— abused spouses and children, the elderly, the mentally disabled—have been the subject of many recent crime prevention efforts. Through directed patrols[17] and environmental and situational crime prevention,[18] police and other agencies have begun to deal with crime-prone locations as well.

But because the nature of these concentrations is different for every problem, standardized responses will not generally succeed. Previous experience can be a guide, but police must study and create a somewhat different response for each problem they take on.

Neighborhood Problems Are Linked to Other Urban Problems

Knowing whether a given crime or disorder problem results from frequent offenders, high-risk victims, vulnerable locations, or some combination of the three may be helpful, but it is often insufficient to allow the police to identify a workable solution. To solve many problems, the police need the help of outside agencies, the business sector, or the public.

Often this cooperation is necessary because the police lack the authority to remove the offending conditions. If a rowdy bar produces many assaults, it can be closed down—by the state alcoholic beverage control board. If a blind corner produces many automobile accidents, a stop light can be installed—by the city traffic department. If a woman is continually beaten by her husband, she can move out—by her own volition, perhaps with the assistance of a battered women's shelter; the police cannot force her to do so, however.

Perhaps a more important reason for cooperative solutions is that recurring problems have many parts, and no single agency is responsible for all of them. A run-down apartment complex may look like a serious burglary problem to the police. But the fire department sees burnt-out, vacant apartments and a high risk of fire. The housing

3

department sees code violations and the health department sees an abundance of trash and rats. The bank sees a bad risk and refuses to loan the apartment owner the money needed to renovate the vacant apartments taken over by the drug addicts who commit the burglaries. The residents, beset on all sides, see no hope—they cannot afford cleaner and safer housing.

Clearly, no single agency will be able to solve this problem, because the various parts feed off one another. On the other hand, if all the parts could be addressed at the same time, it is possible that the conditions could be removed and the problem solved. This would require the cooperation of the police, fire, housing, and health departments, the bank, and the apartment owner. It might also require the help of the residents, to ensure that the appropriate agencies are notified should the problems start to return.

There is evidence that citizens in particular "coproduce" crime control with public agencies. In addition to cooperating with the police and pressuring public and private agencies to deliver the goods and services the neighborhood needs, citizens sometimes intervene directly in disorderly or criminal incidents. Although some experts maintain that these informal interventions are the most important determinants of a neighborhood's crime rate, they are difficult to maintain in high-crime areas. The physical design of urban neighborhoods—public housing, in particular—discourages surveillance and intervention by neighbors.[19] Often the residents of these poor neighborhoods are fearful of cooperating with the police; they have little in common with one another; they do not expect to stay long; and they do not even recognize one another. These characteristics make it hard for neighbors to control the minor disorders that may contribute to crime. When families are headed by single parents who must work, parents may not even be able to control their own children.[20] On the other hand, the physical and social environment of high-crime neighborhoods can be improved by governments and businesses, in turn increasing the prospects for intervention and cooperation.

All this suggests that crime prevention strategies are incomplete and possibly ineffective unless they recognize the close links between crime, the physical environment, neighborhood culture, and other factors. In general, these links require that the public

and outside agencies work with the police to eliminate or ameliorate the conditions that cause the problem.

A SOLUTION: PROBLEM-ORIENTED POLICING

Police could be more effective if they reduced their reliance on traditional methods and instead relied on tailor-made responses that coordinate the activities of people and agencies both inside and outside the criminal justice system. How would such a police department work? How would it be structured? How well would it control crime and disorder? The problem-oriented approach is new, but the experiences of innovative departments suggest some intriguing answers.

Designing Problem-Oriented Policing

The heart of problem-oriented policing is systematic thinking. Although problem solving has been conducted in very different ways in different departments, the most methodical approach has been adopted in Newport News, Virginia.

The Newport News Police Department based its problem-solving system on three principles. First, officers of all ranks, from all units, should be able to use the procedures as part of their daily routine. Second, the system must encourage officers to collect information from a broad range of sources and not limit themselves to conventional police data. Finally, the system should encourage "coproduction" solutions not limited to the criminal justice process.

After several months of work, a department task force developed a problem-solving process that fit these criteria. It consists of four parts:

• **Scanning.** As part of their daily routine, officers are expected to look for possible problems.

• **Analysis.** Officers then collect information about the problem. They rely on a Problem Analysis Guide, developed by the task force, which directs officers to examine offenders, victims, the social and physical environment, and previous responses to the problem. The goal is to understand the scope, nature, and causes of the problem.

• **Response.** The knowledge gained in the analysis stage is then used to develop and implement solutions. Officers seek the assistance of other police units, public and private organizations, and anyone else who can help.

• **Assessment.** Finally, officers evaluate the effectiveness of their response. They may use the results to revise the response, collect more data, or even redefine the problem.

Newport News's systematic process has since been adopted by other agencies interested in problem solving, including San Diego, Tulsa, Madison, and New York City. Similar approaches have been adopted, although less explicitly, by other police agencies that have experimented with problem-oriented policing.

Problem Solving in Practice

Since the early 1980s, police agencies have applied the problem-solving approach to a wide variety of problems. To illustrate the breadth of problems and solutions that are possible, three case studies are described here. The first two are serious and complex problems—one affecting a residential neighborhood, the other an entire city—that succumbed to careful analysis and comprehensive responses. The third case is an apparently difficult neighborhood problem that was solved in only a few hours through careful observation and a little thought.

New York Retirees Sting Drug Dealers. When out-of-towners think of New York City, they think first of the Empire State Building, Wall Street, and Broadway—the glitz and glitter of Manhattan. But New Yorkers tend to think first of districts like Sunset Park in Brooklyn, a neighborhood of row houses and small businesses peopled by a mix of working- and middle-class Irish, Italians, Puerto Ricans, and Blacks. Contrary to the national stereotype, Sunset Park is clean. Many streets are lined with trees. The district is dotted with vest-pocket parks containing such amenities as handball and basketball courts for the vigorous, sandboxes and swings for the young, and sunny benches for the relaxed.

4

Despite these amenities, for years the neighborhood park at the corner of 49th Street and 5th Avenue had lured only drug users looking for a quick score. Respectable residents avoided the park, fearing confrontations with the drug traffickers. The New York Police Department tried to respond to the problem, directing its officers to patrol the park and issue loitering citations to apparent dealers. This dispersed the dealers and users—until the patrol car had turned the corner and disappeared from view. Then business returned to normal. Not surprisingly, the problem persisted.

In May 1986, Officer Vinny Esposito was assigned to the 49th Street beat. As one of the first members of New York's innovative Community Patrol Officer Program (CPOP), Esposito was expected to do more than just handle individual incidents on his beat. His job was to identify and solve recurring problems. The drug-ridden 49th Street park clearly fit the bill, and Esposito went to work.

At first, Esposito used the old tactics. He spent as much time in the park as he could, dispersing dealers and making arrests whenever possible. Unfortunately, his beat was large and the time he could spend in the park was limited. Worse yet, every arrest took him away from the park for an hour or more—and whenever he left, the junkies returned. Weeks passed with no apparent effect on the drug trade. Esposito considered the problem further, and decided to take a different tack.

He began by recognizing that loitering citations and even drug arrests were at worst minor inconveniences to the dealers and users, since few arrests led to jail or prison terms. On the other hand, Esposito reasoned, the threat of losing hundreds or thousands of dollars worth of drugs could be a serious deterrent. Dealers, recognizing their vulnerability in the event of a police field stop, typically hid their stashes in the park. Esposito could seize the dope if he knew where it was hidden—but that required the assistance of local residents.

Esposito held meetings of the tenants in the apartment buildings that overlooked the park. Many tenants were elderly and spent most of their days at home. Esposito asked them to watch the dealers from their windows and report the locations of any drug stashes they saw to the local precinct station. Reassured that their tips would remain completely anonymous, the frustrated tenants readily agreed to help.

Calls began coming in. For each one, a CPOP officer at the precinct station took down the information and radioed the location of the stash to Officer Esposito, who then confiscated the drugs and took them to the station. Within twenty minutes of each tip, Esposito was back on the beat and the dealers were a little bit poorer.

This new strategy had several effects. Some dealers found themselves having to explain to unsympathetic suppliers where their goods had gone. Others began keeping their stashes on their person, making them more vulnerable to arrest. Others simply quit the park. Within one month, all the dealers had gotten the message—and the park was free of drugs.

Today, the park is a different place. Children play on the swings, youths play basketball. Many of the older residents who once sat at home, phoning in anonymous tips, now spend their days sunning themselves on the benches of "their" park. They show no signs of giving it back to the dealers.

The actions taken by Officer Esposito and local residents may not work as well anywhere else. But the thinking that led to their actions can. Like the Sunset Park case, many persistent problems affect residents of small neighborhoods the most. As Officer Esposito's actions illustrate, these problems can often be solved with the resident's help. But other such problems are not restricted to small localities—they affect residents throughout the city. For problems like these, citywide changes in policies and practices are necessary. Sometimes there is a citywide "community of interest" that can be relied upon to assist the police in much the same way that the elderly residents of Sunset Park helped clear the drug dealers out of their vest-pocket park. Merchant associations, chain retail stores, and citywide community groups may all be of assistance. Even when these communities are uncooperative, however, the police may still be able to solve the problem.

Gainesville Puts the Brakes on QuikStop Crime. When the university town of Gainesville, Florida, was hit with a rash of convenience store robberies in spring 1985, the police recognized that they were dealing with more than just a series of unrelated incidents. The department's crime analysts expected to find that one or two repeat offenders were responsible for the robberies, but suspect descriptions provided by the victims proved otherwise—many different offenders were responsible. Word had apparently spread that convenience stores were an easy target. Police Chief Wayland Clifton, Jr., wondered why, and detailed several members of his department to find out.[21]

Gainesville police officers compared the stores that were robbed to others that were not. Their conclusions were revealing. Many of the stores that had been robbed had posted large advertisements in their front windows, blocking the view from the street. Often, the checkout stand could not be seen by a passing car or pedestrian. Many stores failed to light their parking lots, further limiting visibility. Others kept large sums of money in the cash register, and some provided only one inexperienced employee during the late night hours. The stores that had not been robbed tended to provide better visibility, limit the amount of cash in the register, and train their employees in crime prevention techniques. Thus the criminals seemed to be focusing on the most lucrative and vulnerable targets.

To confirm their findings, the Gainesville Police arranged for a psychologist at a local university to interview sixty-five offenders who were serving sentences for convenience store robberies. This independent analysis provided even clearer results: would-be robbers avoided stores staffed by two clerks. Many of the robbers were simply taking advantage of available opportunities; if they had had trouble finding stores with only one clerk on duty, many of the robberies might never have been committed at all.

The police department presented these findings to an association of local merchants that had been established to develop a response to the problem. The police asked for a commitment to change the conditions that made robberies easy to commit. They were disappointed: the merchants felt that the solution lay in more frequent police patrols, and they refused to agree to voluntary crime prevention standards. In effect, the merchants argued that the costs of convenience store crime prevention should be borne by the public as a whole rather than by the stores themselves.

5

Chief Clifton knew that he could not stop the robberies with police presence unless he assigned his officers to stand guard at every convenience store in the city. Instead, he directed his officers to search for another way of mandating crime prevention measures. Their research revealed that the cities of Akron, Ohio, and Coral Gables, Florida, had passed ordinances requiring merchants to take certain crime prevention measures, and that these ordinances had reduced the incidence of robbery. Clifton and his officers began drafting such an ordinance for Gainesville.

By the summer of 1986, the department was ready to present its findings to the City Commission. The proposed ordinance would require convenience stores to remove window advertising, place cash registers in full view of the street, install security cameras and outside lighting, and limit the amount of cash available in the register. Most important, it would require two or more employees, trained in crime prevention techniques, to work late at night. In July, the City Commission overruled the objections of the convenience store owners and passed the ordinance.

The stores fought the ordinance in court, arguing that the crime prevention measures would be costly and ineffective. But the judge found the police department's research to be persuasive. The store owners' injunction was denied, and the ordinance took effect on schedule.

The first year after the adoption of the new ordinance brought encouraging results: convenience store robberies were down by 65 percent overall, and by 75 percent at night. Best of all, the robbery rate was reduced ·far below its pre-1985 levels. Convenience stores continue to do a land-office business in Gainesville, and many store owners now admit—a bit grudgingly—that the police department's citywide approach has solved a difficult problem.

Persistent problems are natural targets of problem solving. It is easy to see how time-consuming research and complex crime prevention measures can be worth the effort if they will help to remove a longstanding problem. But many crime and disorder problems are temporary and nagging, rather than persistent and severe; they do not merit lengthy analysis and complicated responses. Still, thinking systematically about even a minor problem can often reveal quick solutions that are easy to implement.

Newport News Skates out of Trouble. The quiet nights of a middle-class Newport News neighborhood were spoiled when groups of rowdy teenagers began to frequent the area on Fridays and Saturdays. There had been no violence, and the kids' primary offenses were loud music, horseplay, and occasional vandalism. But residents felt the teenagers were unpredictable, particularly since they came from the city's mostly Black southeast side, several miles away. The neighborhood became a regular stop for officers working the evening shift.

Sergeant Jim Hogan recognized that responding to these calls took time but accomplished little except to irritate everyone involved. One Friday night he asked the beat officer, Paul Summerfield, to look into the problem and develop a better solution.

Summerfield suspected that the source of the problem might be a roller skating rink. The rink had been trying to increase business by offering reduced rates and transportation on Friday and Saturday nights. As he drove north toward the rink later that night, Summerfield saw several large groups of youths walking south. Other kids were still hanging around the rink, which had closed shortly before. Summerfield talked to several of them and found that they were waiting for a bus. The others, he was told, had become impatient and begun the three-mile walk home. Then Summerfield talked to the rink owner. The owner told him he had leased the bus to pick up and drop off kids who lived far from the rink. But he said there were always more kids needing rides at the end of the night than the bus had picked up earlier.

When Officer Summerfield returned to the skating rink early the next evening, he saw about fifty youngsters get out of the bus rented by the skating rink. But he saw others get out of the public transit buses that stopped running at midnight, and he saw parents in pajamas drop their kids off, then turn around and go home. Clearly the rink's bus would be unable to take home all the kids who would be stranded at closing time.

Summerfield consulted Sergeant Hogan. They agreed that the skating rink owner should be asked to bus the kids home. Summerfield returned to the rink Monday and spoke with the owner. When informed of the size of the problem he had unwittingly created, the owner agreed to lease more buses. By the next weekend, the buses were in use and Summerfield and Hogan saw no kids walking home.

Elapsed time from problem identification to problem solution: one week. Resources used: about four hours of an officer's time. Results: fewer calls, happier kids, satisfied homeowners.

Institutionalizing Problem-oriented Policing

Problem-oriented policing is a state of mind, not a program, technique, or procedure. Problem-solving procedures and analysis guides can be helpful, but only if they encourage clear-headed analysis of problems and an uninhibited search for solutions. Moreover, there are any number of ways of implementing the approach. The New York Police Department established a special unit to focus on neighborhood problems full time; in Newport News, all officers are obliged to spend some of their time identifying and working out problems. There is a place for problem solving in any agency's standard operating procedures. In the long run, however, it is likely that the problem-oriented approach will have its most dramatic impact on the management structure of American policing and on the relationship between the police, other city agencies, and the public.

Changes in Management Structure. As the case studies considered above suggest, crime and disorder problems are fundamentally local and specialized in nature. As a result, they are best analyzed and responded to on a case-by-case basis by the line officers and detectives assigned to the problem neighborhood or crime type. Implementing this approach will require changes in the centralized, control-oriented organizational structure and management style of most police agencies. Command staff and mid-level managers can structure problem-solving efforts by creating standard operating procedures, such as the problem-solving process created in Newport News. They can also encourage effective and innovative efforts by rewarding the officers who undertake them. But they cannot make the many individual decisions that are required to identify, analyze, and solve problems.

Inevitably, the changes in structure and style will affect line supervisors—sergeants—the most. Problem solving puts a dual burden on supervisors. On the one hand, they must make many of the tough, operational decisions: setting priorities among different problems, facilitating communication and cooperation with other divisions of the police department and outside agencies, and making sure their officers solve the problems they are assigned. On the other hand, sergeants must also provide leadership, encouraging creative analysis and response. As the sergeant's role shifts from taskmaster to team leader, police agencies must take greater care in selecting, training, and rewarding their line supervisors.

As the structure and style of police agencies change, managers must also shift their focus from internal management problems to the external problems of the public. When a few routine procedures such as preventive patrol, rapid response, and follow-up investigations formed the bulk of an agency's activity, the manager's job was mostly to remove barriers to efficient execution of these routines. Good managers streamlined administrative procedures and reduced paperwork; they implemented new resource deployment schemes; they structured officer discretion.[22] They did not need to emphasize crime and disorder reduction, since crimes and disorders would presumably take care of themselves if the routines were implemented properly.

On the other hand, problem-solving activities are inherently nonroutine; it is far more important to choose the correct response from among many possibilities—to "do the right thing"—than it is to "do things right." Thus managers must shift their attention from internal efficiency measures to external effectiveness measures. And they must shift from global, city- and precinct-wide measures to carefully defined, problem-specific measures. Instead of citywide clearance and arrest rates, police must emphasize neighborhood crime rates; instead of counting the number of tickets written by all officers, they must count the number of auto accidents on particular stretches of road. Implicitly, police must recognize that problem-specific crime rates, accident rates, and the like are partly within their control. Whereas no agency can be held accountable for citywide crime and accident rates, police managers and offi-

cers must accept partial responsibility for conditions in their areas.

Changes in Police Role. Of course, crime, disorder, and other evils are only partly the responsibility of the police. As the three case studies illustrate, police cannot solve these problems by themselves; they need help from other public service agencies, the business community, and the public. The need to obtain cooperation and assistance from these "coproducers" of public safety requires that the role of the police agency must change.

One fundamental change will be in the autonomy of the police relative to other public service agencies. Urban bureaucracies are currently structured along functional lines—public works maintains roads and sewers, codes compliance ensures that building codes are met, and so on. But if urban problems are interrelated and concentrated, as the research and case studies presented above suggest, then these functional distinctions begin to blur. The activities of the public works, codes, and other departments affect (and perhaps worsen) the problems of all the other departments, so at a minimum they must communicate to one another what they are doing about a problem and why. A more ambitious and effective strategy would be for them to develop and implement a common response. In the short run, each agency gives up some of its "turf"; in the long run, each agency saves itself a lot of work.

Problem-oriented police agencies have found that line personnel in other agencies can be "hidden allies," bending procedures to get the job done. For example, one police agency attempted to solve a recurring traffic accident problem at a blind corner by convincing the traffic engineer to install a stop sign. The engineer refused to comply until he had conducted his own study; unfortunately, many similar problems were already awaiting study, so the engineer would not be able to consider the corner for several months. Then a police officer discovered that the public works personnel who actually installed the signs could replace a missing or deteriorated sign within a few days, and that the roadworkers would be happy to install the "missing" stop sign. The work order was placed, and the sign was installed within a week. Now police officers in this jurisdiction regularly bypass the traffic engineer and deal directly with

public works officials.

Hidden allies may help get the job done, but in the long run turf difficulties are best surmounted when top managers—city managers and department heads—recognize the value of a cooperative, problem-solving approach and urge their managers and line personnel to comply. This puts the onus on problem-oriented police administrators to educate and lobby their colleagues, running interference for their officers. As will be discussed later, such an education effort may ultimately result in substantial changes in the city bureaucracy.

Problem-oriented policing also requires that police take on a different role with regard to the public it serves. At present, police ask little more of citizens than that they report crimes, be good witnesses, and stand aside to let the professionals do their job. As with public service agencies, however, problem solving requires that the police and the public communicate and cooperate more frequently, on a wider variety of issues. In particular, problem-oriented police agencies recognize that citizens often know their problems more intimately than the police do, and that sometimes citizens know better what must be done.

This raises many difficult questions. Just as different public service agencies see different aspects of a problem, so do different groups of citizens. If there is no consensus among the community of interest as to the nature of the problem, but public cooperation is necessary to solve it, the police must play a role in forging this consensus. Few police agencies are well equipped for such essentially political activities.

The dilemma is even more serious when the conflict is of values, not just perceptions. Quiet residents of an urban neighborhood may see nothing wrong with police harassment of their rowdier neighbors; the rowdies may legitimately claim that they have the right to be raucous so long as they end their loud parties before midnight and do not threaten other residents. In dealing with such a problem, police must balance the rights and needs of the two groups. This is hardly new—police have always had to balance the goals of serving the majority while guarding the liberties of the minority. Because the problem-oriented approach encourages police to seek such difficult situations, however, they may find themselves making such tough choices more

7

often. On the other hand, problem solving also emphasizes the power of information and cooperative action over the power of formal, unilateral authority. If police can develop a broader repertoire of solutions to conflicts like these, they may find that these tough choices are easier to make.

It remains to be seen how the limits on police authority will be set, but it is certain that problem solving will require a new consensus on the role, authority, and limitations of the police in each jurisdiction that adopts it.[23]

THE FUTURE: BEYOND PROBLEM-ORIENTED POLICING

Problem-oriented policing is new. Traditional procedures die hard, problem solving methods are still under development, and no one knows for sure how successful the approach will be. As a result, no police agency has adopted the approach fully, and it will be a long time before many agencies do. On the other hand, problem-oriented policing is a realistic response to the limitations of traditional, incident-driven policing. It relies on our growing knowledge of the nature of crime and disorder, and it has been successful in a wide variety of police agencies, for a wide variety of urban crime and disorder problems. The problem-oriented approach seems to be where police work is going.

It also seems to be where other urban service agencies are going. Problem-oriented approaches have been implemented on an experimental basis in electric utilities,[24] urban transit authorities,[25] and recreation and parks departments.[26] Over the next few years, it makes sense to expect dramatic growth in the use of problem-solving techniques not only in municipal policing but in other areas as well. It is likely, then, that problem-oriented police officers will find problem-oriented firefighters, housing inspectors, and others to work with.

This seems to be the case in Madison, Wisconsin, where city agencies have been working on problem solving since 1984. The city has implemented a program of quality and productivity improvement, a form of problem solving originally developed in the private sector to improve the quality of manufactured goods. Project teams have been established within most city agencies, consisting of line personnel, supervisors, and managers, often working with a statistical consultant. They identify a recurring problem within their agency, usually an administrative bottleneck, and use methods successful in private industry to analyze and solve it.[27] Although most Madison city agencies have concentrated on administrative problems, some—including the Madison Police Department—are beginning to extend the methods to public problems. When Madison police officers take on a public problem, chances are they will find sympathetic and experienced problem solvers to work with in other agencies.

The growing use of problem-oriented approaches should help to reduce turf problems. As standard operating procedures become more flexible and decisionmaking becomes decentralized, line officials may find that they owe as much allegiance to their colleagues from other agencies as they do to their own bureaucracies. One natural method of institutionalizing these developments would be to adopt a matrix organizational structure. Neighborhood teams, consisting of members of the police, fire, public works, and other departments, would work together on a formal basis to deliver urban services. Although full implementation of a matrix is a long way off, the foundation for such a structure has already been laid in New York City. All urban service agencies are decentralized into eighty-eight districts with identical boundaries; citizens participate in agency decisionmaking through community boards, a permanent part of the city government structure.[28]

A central element of problem-oriented policing is that administrative arrangements are less important than the activities that line officers undertake. But just as the centralized, control-oriented police structure helped police administrators to institutionalize incident-driven policing, so might a decentralized, team-based matrix help city managers to institutionalize problem-oriented urban service provision.

Such an interagency team approach would also provide long-term benefits for the relationship between city government and the public. More problem solvers would be available, with different backgrounds, viewpoints, and opportunities for contact with the public; this would improve the chances of early identification and complete analysis of problems. Because they would report to different bureaucracies, members of problem-solving teams would act as a check on one another, reducing many of the potential dangers of community problem solving. Finally, the teams would provide a unified contact point for frustrated citizens who would otherwise be unable to negotiate their way through the city bureaucracy. If problem-solving teams can be linked to community organizations, the opportunities for cooperative efforts would increase dramatically.

Such benefits, like the interagency team or matrix structure, are speculative. Problem-oriented policing is not. It provides a tested, practical approach for police agencies frustrated with putting Band-Aids on symptoms. By responding to recurring problems, and by working with other agencies, businesses, and the public whenever possible, innovative police agencies have begun to develop an effective strategy for reducing crime and other troubling conditions in our cities.

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9

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Austin Police Department
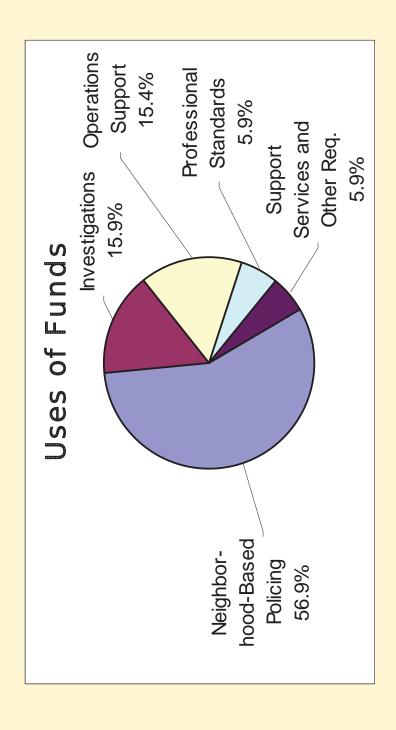
2012 APD Budget -- $282.9M

94.4% General Fund, 1.9% Grants, 3.7% Expense Refunds

Uses of Funds

Pie chart showing Uses of Funds:
- Neighborhood-Based Policing 56.9%
- Investigations 15.9%
- Operations Support 15.4%
- Professional Standards 5.9%
- Support Services and Other Req. 5.9%

Cost Drivers -- $19.5M

Personnel
- Health Insurance .... $1.7 mil
- Sworn 3% Base Wage, 1% Retirement Increase .... $6.0 mil
- Sworn Step Increases .... $2.0 mil
- Civilian 2% Wage Adjustments .... $0.5 mil
- Additional rank for new sworn officers added in FY 2011 ... $2.2 mil
- 49 New Officer Positions, including 2 funded by Airport ... $4.0 mil
- 7 New Civilian positions for Digital Vehicular Video Project ... $0.5 mil

Other Costs
- Booking Inter-local Agreement .... $0.6 mil
- Fleet Fuel and Maintenance .... $2.0 mil
- Other Commodities and Contractual .... $0.02 mil
  (Supplies for new Evidence Warehouse, transcription service increases, software maintenance, etc.)

Budget Reductions - $2.8M

New cadet positions will start in April

- **$1.8 million savings from October to March**
- **Regular academy for attrition will still begin in December**

Sworn overtime budget trued up with prior years actual expenditures

- **$1 million reduction possible due to new strategic policies initiated during the past 3 years**
- **Average sworn overtime expenditures prior 3 years: $7.5 million per year**
- **FY 2011-12 sworn overtime budget: $8.3 million**

Variables That Impact Staffing Numbers

Environmental and Demographic Traits

- Population Density
- Community Demographics
- Location & Size of Area
- Mobility & Access to Public Transportation
- Community Engagement

Organizational Differences

- Units deployed within the Police Department
- Staffing of units
- Call Classifications
- Civilian Staffing
- Deployment Strategies

Staffing in other Major Cities

(Based on 2010 Preliminary FBI Data)
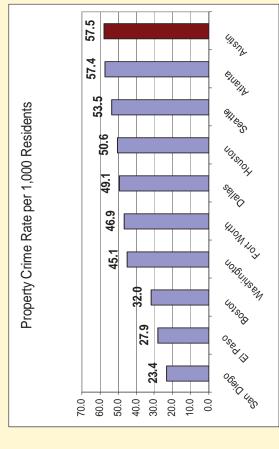
City	Population	Land Area	Total officers	Total civilians	Sworn Ratio per 1,000 Population	Ranking* Based on Violent Crimes	Ranking* Based on Property Crimes	Ranking Based on Total Part 1 Crimes
Washington	599,657	61.4	4,052	561	6.76	28	15	19
Boston	624,222	48.4	2,177	583	3.49	21	7	8
Dallas	1,290,266	343.6	3,577	564	2.77	17	20	17
Atlanta	552,901	131.8	1,506	375	2.72	25	27	27
Houston	2,273,771	655.5	5,371	1,768	2.36	23	23	22
Seattle	602,531	88.5	1,351	506	2.24	9	26	21
Fort Worth	723,456	350.0	1,502	413	2.08	10	18	15
Austin	768,970	302.0	1,564	582	2.03	4	28	14
El Paso	618,812	259.8	1,117	342	1.81	3	5	5
San Diego	1,314,773	324.3	1,894	753	1.44	2	4	3
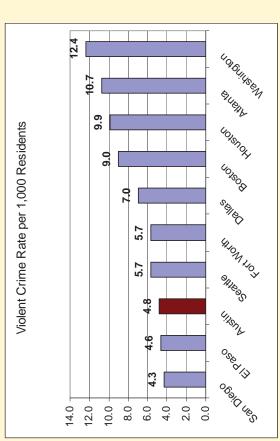
* There were 32 cities with 500K population or higher.

Chicago didn't report all violent crime and Tucson didn't report all property crime- total cities ranked equals 30

UCR Crime Comparisons
(Based on 2010 Preliminary FBI Data)

Property Crime Rate per 1,000 Residents

City	Rate
Austin	57.5
Atlanta	57.4
Seattle	53.5
Houston	50.6
Dallas	49.1
Fort Worth	46.9
Washington	45.1
Boston	32.0
El Paso	27.9
San Diego	23.4

Violent Crime Rate per 1,000 Residents

City	Rate
Washington	12.4
Atlanta	10.7
Houston	9.9
Boston	9.0
Dallas	7.0
Fort Worth	5.7
Seattle	5.7
Austin	4.8
El Paso	4.6
San Diego	4.3

8

Budget Highlights

Restructured Resources and Improved Efficiencies:

- Regrouped resources into four regions
- Upgrade of 21 positions
- Digital Vehicular Cameras

Crime Reduction Strategies:
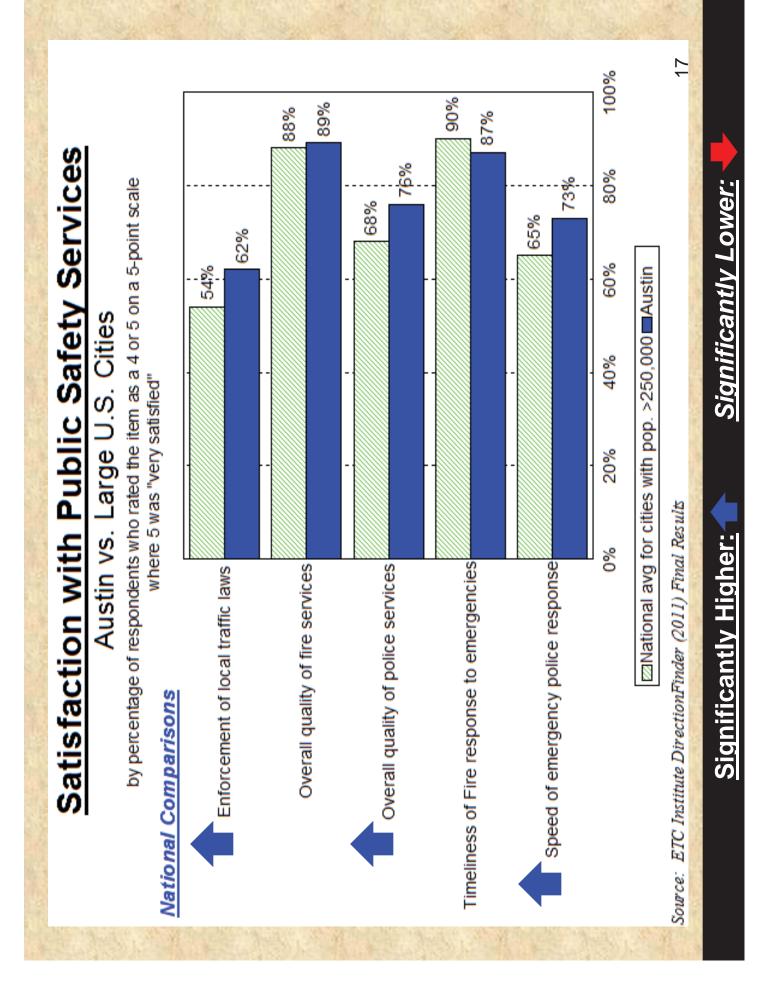
- CompStat
- ARIC, Public Safety Camera's & Real Time Crime Center
- Centralized Burglary unit
- Top Offender Program

Community Programs that Enhance Citizen Safety and Provide Long Term and Broad Results:
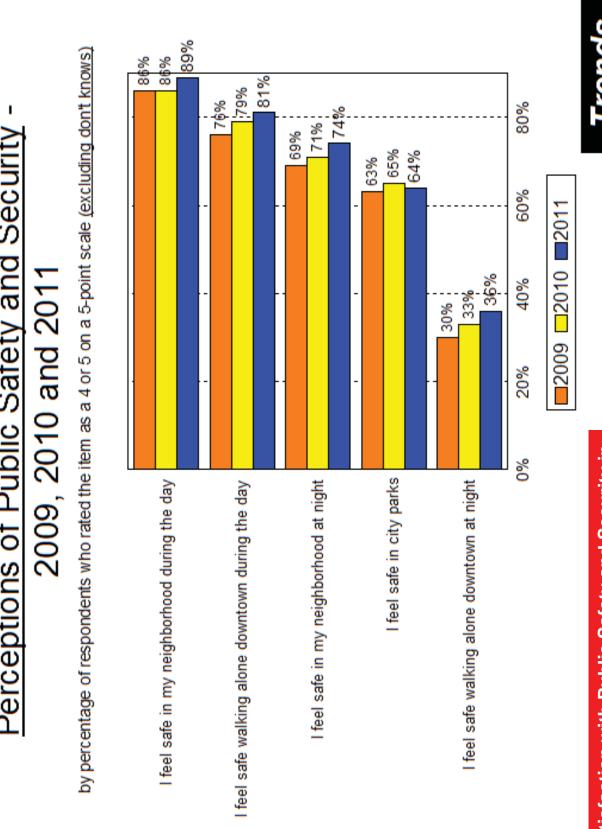
- Guns for Groceries
- Prescription Drug Take-back
- Police Activity League (PAL) and Police Explorers

9

Performance Measure Highlights

Measure	2008-09 Actual	2009-10 Actual	2010-11 Mid Year Estimate	2011-12 Budget
Total police response time for emergency and urgent calls	7:53	6:53	6:27	6:53
Rate of traffic fatalities per 100,000 population	7.83	6.84	7.54	6.77
Rate of DWI-related fatalities per 100,000 population	2.61	2.97	3.12	2.88
Rate of citizen complaints per 100,000 population	14.9	12.9	12.8	12.7
Percent of residents satisfied with overall police services	70	74	74	75

10

Satisfaction with Public Safety Services

Austin vs. Large U.S. Cities

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where 5 was "very satisfied"

National Comparisons

Category	National avg	Austin
Enforcement of local traffic laws	54%	62%
Overall quality of fire services	88%	89%
Overall quality of police services	68%	76%
Timeliness of Fire response to emergencies	90%	87%
Speed of emergency police response	65%	73%

Legend: National avg for cities with pop. >250,000 — Austin

Significantly Higher: **Significantly Lower:**

17

Feeling of Safety in the City

Austin vs. Large U.S. Cities

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where 5 was "strongly agree"

National Comparisons

I feel safe in my neighborhood during the day — 87% / 89%

I feel safe in my neighborhood at night — 62% / 74%
12% above national average

I feel safe in city parks — 56% / 64%

Legend: ☐ National avg for cities with pop. >250,000   ☐ Austin

0%   20%   40%   60%   80%   100%

Source: ETC Institute DirectionFinder (2011) Final Results

Significantly Higher: ←   **Significantly Lower:** →

Perceptions of Public Safety and Security - 2009, 2010 and 2011

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)

Trends

Significant Decreases:

Significant Increases:
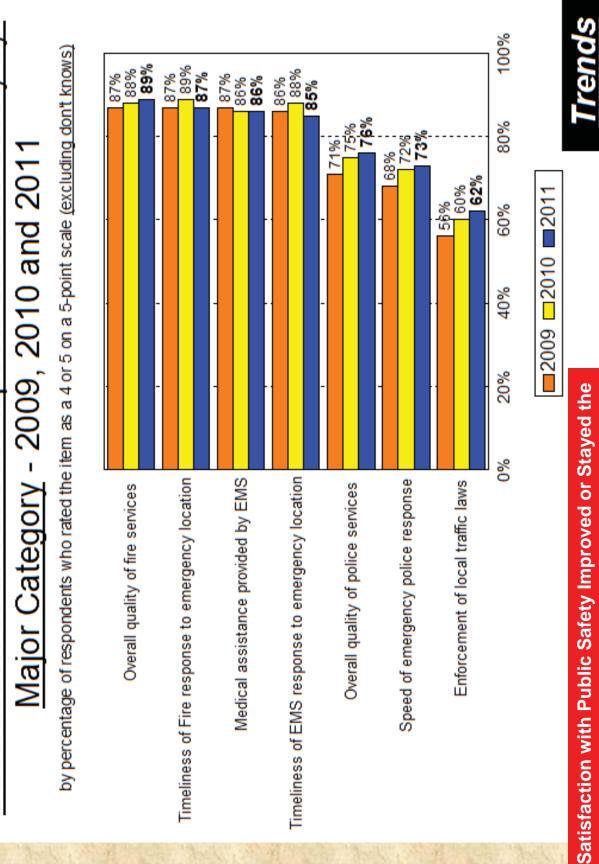
Satisfaction with Public Safety and Security in Austin Continues to Improve In Most Areas

Satisfaction With Various Aspects of Public Safety by Major Category - 2009, 2010 and 2011

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)

Legend: ■ 2009 ■ 2010 ■ 2011

Category	2009	2010	2011
Overall quality of fire services	87%	88%	**89%**
Timeliness of Fire response to emergency location	87%	89%	**87%**
Medical assistance provided by EMS	87%	86%	**86%**
Timeliness of EMS response to emergency location	86%	88%	**85%**
Overall quality of police services	71%	75%	**76%**
Speed of emergency police response	68%	72%	**73%**
Enforcement of local traffic laws	56%	60%	**62%**

Trends

Significant Increases:

Significant Decreases:

Satisfaction with Public Safety Improved or Stayed the Same in 5 of the 7 Public Safety Services Assessed
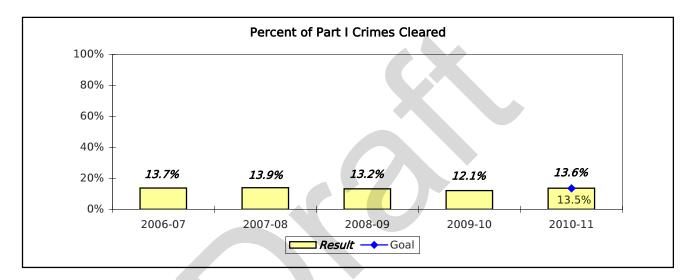
Measure Name	2006-07	2007-08	2008-09	2009-10	2010-11	2010-11 Target	Goal Met?
Average training hours per employee	52	50	53	45	46	47	
Part II crime rate per 1,000 population	159	156	143	135	128	142	
Percent of Part I crimes cleared	13.7%	13.9%	13.2%	12.1%	13.6%	13.5%	
Percent of residents who are satisfied with the overall quality of police services	Not Tracked	Not Tracked	70%	74%	76%	72%	x
Property crime rate per 1,000 population	62.18	61.66	62.45	57.55	54.33	61.50	x
Rate of citizen complaints per 100,000 population	21.00	28.00	14.90	12.90	11.20	21.70	x
Rate of DWI-related fatalities per 100,000 population	2.90	2.43	2.61	2.97	2.81	2.53	
Rate of serious-injury-producing collisions per 100,000 population	14.50	12.71	12.01	10.97	12.91	11.65	
Rate of traffic fatalities per 100,000 population	8.42	7.71	7.83	6.84	8.56	7.67	
Total response time for EMERGENCY and URGENT calls	8.09	8.04	7.53	6.53	6.27	7.38	x
Violent crime rate per 1,000 population	5.40	5.22	5.23	4.76	4.49	5.20	x

<u>**PERCENT OF PART I CRIMES CLEARED**</u>

Measure Description: The FBI identifies seven "Part I Index Crimes" based on their seriousness and frequency of occurrence. These are: murder, rape, robbery, aggravated assault, burglary, theft, and auto theft. Crimes can be cleared in two ways: by arrest and by exception. A crime is cleared exceptionally when a circumstance prevents an arrest. Examples include when the offender dies, the victim refuses to cooperate with the prosecution, or the offender is being prosecuted in another jurisdiction and cannot be extradited. Each year, the Austin Police Department reports crimes and clearances to the FBI, whose UCR (Uniform Crime Reporting) program provides for consistent crime reporting across the country.

Calculation Method: Percent of Part I crimes cleared is calculated by dividing total clearances by total offenses. For prior years (FY 2009-10 and earlier), we report FBI UCR clearance rate, which is based on a calendar year and is considered official. For the current year (FY 2010-11), the clearance rate is based on fiscal year and is considered unofficial until the FBI releases its final results in September.

FY 2010-11 Results: This measure has a goal of 13.5% for FY 2010-11. The actual result was 13.6%, exceeding the goal. This measure is a new key indicator for FY 2010-11; therefore, this is the first year in which a goal was set.

Assessment of Results: Looking at results over time, the FY 2010-11 result was 12% higher than FY 2009-10 and 3% higher than the average of the last four years (FY 2006-07 through FY 2009-10). FY 2010-11 results are unofficial and are likely to be understated because the offense count is likely to decline and the cases cleared count is likely to increase. FY 2009-10 results, however, are official, and can be used to compare Austin to other large US cities. For 2010, Austin's clearance rate for Part I crimes was 12.1%, which was lower than the 17.2% clearance rate of other large US cities. Looking at the crime types, Austin cleared 42% of Part I violent crime in 2010, which was higher than the 40% clearance rate for large US cities. In terms of violent crime types, Austin outperformed other cities on murder, robbery, and aggravated assault clearance rates. Solving property crime is generally more difficult because many property crimes are discovered after the crime has occurred, with no known suspects or witnesses. During 2010, Austin solved 10% of property crimes, which was lower than the rate of 13% for other cities of similar size. Looking at the types of property crime, Austin underperformed other cities on burglary and theft clearances, but outperformed other cities on clearing auto theft cases.

Next Steps: The Top Offender Program identifies offenders who commit a disproportionate number of crimes. Offenders are ranked based on factors, including number of outstanding warrants and severity of offense, and are then assigned to the Career Criminal Unit for officers to locate and arrest. The list is also shared with patrol officers, the public, and other law enforcement agencies. More than 233 top offenders have been arrested since January. Several changes were made this year to improve the department's response to burglaries. APD centralized the burglary unit in June to advance investigations and increase clearance rates. This is expected to improve identification of serial burglars and enhance citywide intelligence-sharing and expertise in filing cases and locating stolen property. Also, a pilot program was launched to test a modified response to burglary calls. Previously reports were taken by non-emergency call takers, but beginning in mid-August patrol officers were dispatched to the scene of all (not in progress) burglary calls.
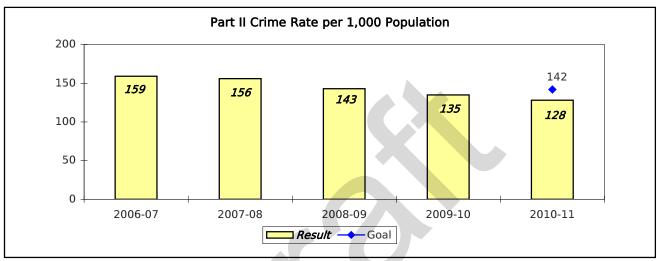
For more information contact Commander Julie O'Brien, Violent Crime Division, at (512) 974-8292 or Commander Wayne Demoss, Centralized Property Crime Division, at (512) 974-8275.

PART II CRIME RATE PER 1,000 POPULATION

Measure Description: The FBI organizes crime into two types: Part I and Part II. Part I crimes include offenses such as homicide, robbery, and theft. Part II crimes are generally less serious, and include crimes such as simple assault, drug offenses, forgery, fraud, gambling, public drunkenness, prostitution, vagrancy, vandalism, and weapons offenses. Although law enforcement reporting typically concentrates on Part I offenses, it is worthwhile to consider Part II offenses as well, to gain a more complete picture of crime because Part II crimes are often considered "quality of life" measures.

Calculation Method: Part II crime rate is calculated by dividing Part II crime count by a population factor (Austin full-purpose population divided by 1,000).

FY 2010-11 Results: This measure has an established goal of 142 for FY 2010-11. The actual result of 128 is 10% lower than the goal. This measure is new for FY 2010-11; therefore, this is the first year in which a goal was set.

Part II Crime Rate per 1,000 Population

Assessment of Results: Looking at results over time, the FY 2010-11 result was 5% lower than FY 2009-10 and 13% lower than the average of the last four years (FY 2006-07 through FY 2009-10).

Next Steps: During the year, the Narcotics Conspiracy Unit addressed drug and gang issues within the community in conjunction with other APD units. The unit continued Operation Cookie Crumblier, which seeks increased sentences for repeat drug traffickers. Since the program's inception in 2007, more than 125 defendants have been sentenced in the federal system and are still incarcerated. In July, the Narcotics Conspiracy Unit, working in partnership with the Drug Enforcement Agency, arrested 27 suspected members of the La Familia drug cartel. Some of these members were supplying drugs in the Austin area.

Austin Police Department's (APD) Gang Suppression Unit, along with the Career Criminal and Narcotics Conspiracy Units, arrested 16 members of the Mexican Mafia gang on narcotics and weapons charges. All were federally prosecuted. An additional 40 were arrested on felony charges (11 facing federal prosecution) in conjunction with Operation Gang Crusher. The initiative, led by APD's Gang Suppression Unit and Major Crimes Task Force, involved partners from the FBI, US and Travis County Attorney's Offices, and the Texas Governor's Office to combat increases in gang-related crime.
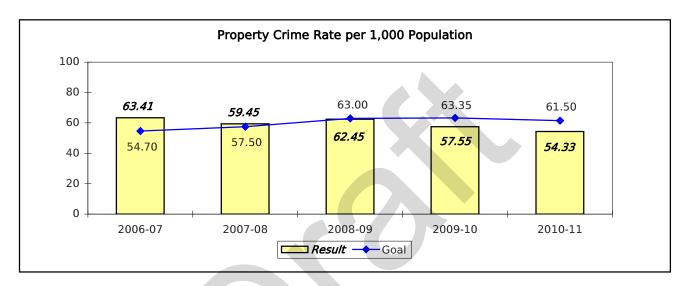
For more information contact Commander Donald Baker, Organized Crime Command, (512) 974-5294 or Dr. Ronnelle Paulsen, Planning and Crime Analysis Unit Manager, (512) 974-5315.

PROPERTY CRIME RATE PER 1,000 POPULATION

Measure Description: The FBI identifies seven "Part I Index Crimes" based on their seriousness and frequency of occurrence. Three of these represent property crimes: burglary, theft, and auto theft. The Austin Police Department (APD) reports crime counts to the FBI; the UCR (Uniform Crime Reporting) program provides consistent crime reporting across the country.

Calculation Method: Property crimes are counted by number of premises entered (burglary), number of offenses (theft), or number of vehicles (auto theft). Property crime rate is calculated by dividing property crime count by a population factor (Austin population divided by 1,000). For prior years (FY 2009-10 and earlier), we report FBI UCR property crime rate, which is based on a calendar year and our US census population. For the current year (FY 2010-11), property crime rate is based on a fiscal year and Austin's full-purpose population. This result is considered unofficial until the FBI releases its final results in September.

FY 2010-11 Results: The goal for this measure was established at 61.50 crimes per 1,000 residents for FY 2010-11. The actual result was 54.33 crimes per 1,000 residents, which was 12% below the goal.

Assessment of Results: Looking at results over time, the FY 2010-11 result was 6% lower than FY 2009-10 and 11% lower than the average of the last four years (FY 2006-07 through FY 2009-10). Austin's property crime rate in 2010 (the most recent official results) was 57.55, which was higher than the rate of 45.28 for all large US cities.*

Another way to look at property crime rate data is to examine the three property crime types. Austin's FY 2010-11 rate of 9.5 burglaries per 1,000 residents was down 12% from last year, and the 2010 rate of 11.0 was the same as the rate for other large US cities*. Austin saw a 4% decrease in the theft rate from last year, but the 2010 rate of 44 thefts per 1,000 residents was higher than the rate of 29 for large US cities. Austin's FY 2010-11 rate of 2.7 auto thefts per 1,000 residents is down 7% from last year and the 2010 rate of 2.8 was below the rate of 5.5 for large US cities.

Next Steps: The new metal recycling ordinance seeks to reduce the number of copper thefts, which spiked in 2010. In the first two months of compliance, copper theft from air conditioning units decreased by more than 50%. Formed in September 2010, the Park Ranger Division (part of the city's Parks and Recreation Department), trains with APD and work to improve public safety through a visible presence in city parks. The city saw a 19% reduction in burglaries of vehicle (BOV) offenses on the downtown hike-and-bike trail during November and December as compared with the previous year. Several region-wide operations intended to reduce burglaries were conducted throughout the year. Region 1 used undercover and high-profile tactics during the second quarter to reduce residential burglaries by 61-77% and BOVs by 90% as compared with the preceding year. Region 4 conducted operations that resulted in declines of BOVs (50-54%) and auto theft (50-78%).

Note: Comparison crime rates for large US cities are based on the most recent FBI data for calendar year 2010. Included are cities with population between 500,000 and 999,999 (as comparison, Austin's population was 799,578 in 2011).

For more information contact Commander Wayne Demoss, Centralized Property Crime Division, (512) 974-8275.

VIOLENT CRIME RATE PER 1,000 POPULATION

Measure Description: The FBI identifies seven "Part I Index Crimes" based on their seriousness and frequency of occurrence. Four of these represent violent crimes: murder, rape, robbery, and aggravated assault. The Austin Police Department (APD) reports crime counts to the FBI, whose UCR (Uniform Crime Reporting) program provides for consistent crime reporting across the country.

Calculation Method: Violent crimes are counted by either number of victims (murder, rape, aggravated assault) or number of offenses (robbery). The violent crime rate is calculated by dividing the violent crime count by a population factor; in this case, the Austin population divided by 1,000. For prior years (FY 2009-10 and earlier), APD reports the FBI's UCR violent crime rate, considered official, and is based on a calendar year and Austin's U.S. census population. For FY 2010-11, violent crime rate is based on a fiscal year and Austin's full-purpose population. This result is considered unofficial until the FBI releases its final results in September.

FY 2010-11 Results: The FY 2010-11 goal for this measure was established at 5.20 crimes per 1,000 residents. The actual result was 4.49 crimes per 1,000 residents, which was 14% below the goal.

Assessment of Results: Looking at trends over time, the FY 2010-11 result was 6% lower than FY 2009-10, and 13% lower than the average of the last four years (FY 2006-07 through FY 2009-10). Austin's violent crime rate in 2010 (the most recent official results) was 4.76, which was considerably below the rate of 8.30 for large US cities.*

Another way to look at violent crime rate data is to examine the four violent crime types individually. During FY 2010-11, Austin experienced 34 homicides, which represents a rate of 0.04 per 1,000 residents, or an increase of 13% as compared with the previous year. Austin's 2010 homicide rate of 0.05 per 1,000 residents was lower than the rate of 0.11 for large US cities. Austin's number of rapes fell 2% to 242 in FY 2010-11; the city's 2010 rate of 0.3 rapes per 1,000 was lower than the rate of 0.4 for other large US cities.

Austin also saw an 11% decrease in robberies from last year, to 1.4 per 1,000 residents; the 2010 robbery rate of 1.5 per 1,000 residents was also half the rate of 3.0 for large US cities. Austin's rate of aggravated assaults was down 5% compared to last year and the rate of 2.8 aggravated assaults per 1,000 population in 2010 was well below the rate of 4.8 per 1,000 for other large US cities.

Next Steps: The department conducted violent crime operations citywide that were planned and implemented at the region and sector levels, focusing on identified hotspots. For example, during the first quarter, Region 1 concentrated its efforts downtown. Region 2 conducted similar operations in its sectors during March, resulting in a 30% decrease in robberies and a 38% decrease in aggravated assaults, as compared to the same month of the prior year. Region 3 tackled robberies from May through September with patrol saturation. The outcome was a 16% decrease in robberies as compared with the period immediately before the operation.

Note: Comparison crime rates for large US cities are based on the most recent FBI data for calendar year 2010. Included are cities with population between 500,000 and 999,999 (as comparison, Austin's population is 799,578 in 2011).
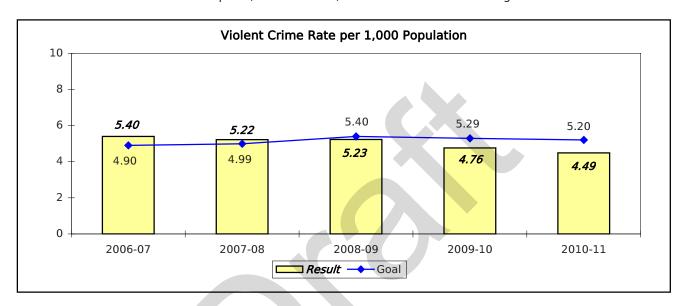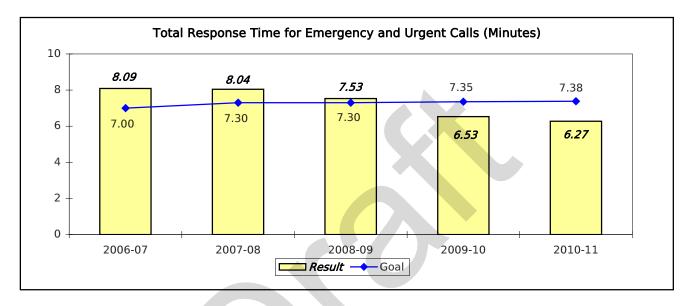
For more information contact Commander Julie O'Brien, Violent Crime Division, at (512) 974-8292.

TOTAL POLICE RESPONSE TIME FOR EMERGENCY AND URGENT CALLS

Measure Description: In the Austin Police Department (APD), calls for service are received from citizens and prioritized for dispatch to patrol officers. The highest priority calls are emergency (imminent threat to life or public safety) and urgent (not emergency, but still require an urgent response). Using call priorities helps to ensure a rapid response to these critical call types, increasing the likelihood of a positive outcome.

Calculation Method: Total response time is calculated from the time the call for service is answered by a call taker to the time the first police officer arrives on scene. In addition, although response time for emergency and urgent calls is reported as a single result, a weighted average is calculated. This allows differences in volumes for the two call types to be taken into consideration.

FY 2010-11 Results: The FY 2010-11 goal for this measure, total response time for emergency and urgent calls, was 7:38. The actual result was 6:27, which was 16% below the goal.

Total Response Time for Emergency and Urgent Calls (Minutes)

Assessment of Results: Looking at results over time, the FY 2010-11 result was 6% lower than FY 2009-10, and 17% lower than the average of the last four years (FY 2006-07 through FY 2009-10).

Another way to look at response time is to examine the two call priorities separately. For FY 2010-11, the goal for emergency call response time was 6:01 and the actual result was 5:25, which was 10% faster than the goal. The urgent call response time goal was 8:34 and the result was 7:28, which was 13% faster than the goal.

Next Steps: Division supervisors underwent training in the fourth quarter to learn emergency recovery procedures and back-up systems operations, which are used in case of disaster. The goal of disaster recovery planning is to minimize 911/Police Dispatch service disruptions to the community. The training conducted should continue to be reflected in reduced response times in FY 2011-12 and beyond.
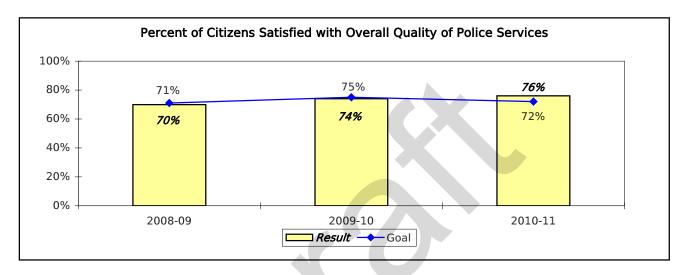
For more information contact Marcia Brooks, Emergency Communications Division Manager, at (512) 974-0943.

PERCENT OF RESIDENTS WHO ARE SATISFIED
WITH THE OVERALL QUALITY OF POLICE SERVICES

Measure Description: The city commissions an annual survey of resident satisfaction with city services. Results are used to identify trends, set budget priorities, and compare Austin to other cities of our size. In 2011 the survey was distributed to 3,000 households and produced a 45% response rate. Beginning in 2009, a survey question was included that asks respondents to rate their satisfaction with overall quality of police services.

Calculation Method: Resident satisfaction with the overall quality of police services is calculated by adding together the percent of residents who respond with either "very satisfied" or "satisfied." The measure excludes those who left the question blank or reported "don't know."

FY 2010-11 Results: The goal for this measure was established at 72% of residents reporting satisfaction with the overall quality of police services. The actual result was 76%, which was 6% above the goal.

Percent of Citizens Satisfied with Overall Quality of Police Services

Assessment of Results: The FY 2010-11 result was 3% higher than FY 2009-10. Austin's FY 2010-11 result (76% resident satisfaction) was higher than the 68% resident satisfaction average reported nationally among US cities with a population greater than 250,000.

Next Steps: During the Thanksgiving and Christmas holidays, the Keep Every Traveler Safe (KETS) Operation increased airport staffing to address safety issues related to spikes in air travel. The increase in officer presence was aimed at deterring theft and other crime; in addition, officers focused on threat-related activity and vehicle congestion. The additional staffing also served as back-up for officers on regular duty, which helped keep normally assigned airport officers at the security checkpoints.

To address quality of life problems associated with parties in the West campus area, Region 1 launched an operation during August and September to improve compliance with noise and other public safety ordinances. Austin Police Department (APD) district representatives teamed up with the Austin Fire Department and City of Austin Code Enforcement to use high-profile, zero-tolerance tactics to gain compliance with existing ordinances.
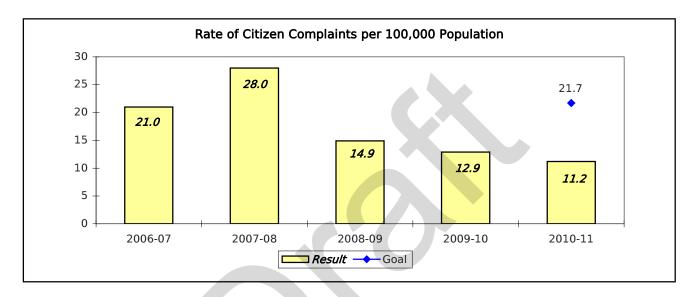
For more information contact Dr. Ronnelle Paulsen, Planning and Crime Analysis Unit Manager, at (512) 974-5315.

RATE OF CITIZEN COMPLAINTS PER 100,000 POPULATION

Measure Description: Citizens with concerns or complaints about police services may request an informal inquiry by a police supervisor or file a formal complaint through the Office of the Police Monitor (OPM). Supervisory inquiries generally involve less serious allegations or are made to clarify department policy, and are handled by the officer's supervisory chain of command. Formal complaints involve a formal interview and sworn statement, which are then investigated by the department's Internal Affairs Division. This performance measure (citizen complaints) tracks formal complaints.

Calculation Method: The citizen complaint rate is calculated by dividing the number of formal complaints by a population factor; in this case, the Austin full-purpose population divided by 100,000.

FY 2010-11 Results: This measure has an established goal of 21.7 for FY 2010-11. The actual rate of citizen complaints was 11.2 per 100,000, which was 48% below the goal. This measure is a new key indicator for FY2010-11; therefore, this is the first year in which a goal was set.

Assessment of Results: Looking at results over time, the FY 2010-11 result was 13% lower than FY 2009-10 and 42% lower than the average of the last four years (FY 2006-07 through FY 2009-10).

Another way to look at citizen complaints is to examine formal complaints as a percentage of total complaints. For the last three years, the proportion of formal complaints has remained stable at 8-9%.

Next Steps: In January 2011, the department reorganized patrol operations to better distribute the volume of calls for service and to minimize response time. As a result of the reorganization, the department's nine sectors were grouped into four regions (formerly three bureaus). In addition to evenly balancing call loads, the new structure allows for an improved span-of-control and will position the department for future population growth. The improved span-of-control should also increase the ability of chain-of-command management to be responsive to citizen complaints by providing feedback and coaching to street-level officers.
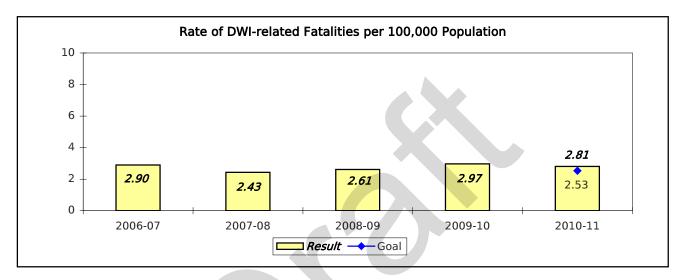
For more information contact Commander Michael Jung, Professional Standards Division, at (512) 974-5994.

Measure Description: The National Highway Traffic Safety Administration (NHTSA) uses a set of measures to track performance and assess progress in traffic safety at the local, state, and national level. Results are also used to set national and state goals and allocate resources. Traffic fatalities involving alcohol-impaired drivers is one of the measures NHTSA tracks.

Calculation Method: DWI-related fatality rate is calculated by dividing the number of traffic fatalities by a population factor (Austin full-purpose population divided by 100,000). DWI fatalities include traffic deaths (drivers or passengers) where an alcohol-impaired driver was involved.

FY 2010-11 Results: This measure for FY 2010-11 has an established goal of 2.53 DWI-related fatalities per 100,000 population (or 20 fatalities). The actual rate of DWI-related fatalities was 2.81 per 100,000 population (or 22 fatalities), which was 11% above the goal. This measure is a new key indicator for FY2010-11, and is also the first time a goal was established.

Rate of DWI-related Fatalities per 100,000 Population

Year	Result	Goal
2006-07	2.90	
2007-08	2.43	
2008-09	2.61	
2009-10	2.97	
2010-11	2.81	2.53

Assessment of Results: Looking at results over time, the FY 2010-11 result was 5% lower than FY 2009-10 (22 fatalities) and 3% higher than the average of the last four years (FY 2006-07 through FY 2009-10; 22 fatalities). During calendar year 2010, 53% of fatal crashes involved an alcohol-impaired driver, as compared with 37% in 2009. Of all pedestrian fatalities, 30% involved an alcohol-impaired pedestrian, as compared with 31% in 2009.

Next Steps: As in the previous year, the department conducted No Refusal initiatives throughout the year, during events and holidays including Halloween, New Year's Eve, Super Bowl Sunday, Mardi Gras weekend, Memorial Day weekend and the Republic of Texas motorcycle rally. This initiative allows officers to obtain blood samples from DWI suspects who refuse breath or voluntary blood tests. The effort is aimed at improving prosecution, thereby making roads safer.

For more information contact Commander Jason Dusterhoft, Highway Enforcement Division, at (512) 974-5981.

RATE OF SERIOUS-INJURY-PRODUCING COLLISIONS PER 100,000 POPULATION

Measure Description: The National Highway Traffic Safety Administration (NHTSA) uses a set of measures to track performance and assess progress in traffic safety at the local, state, and national level. Results are also used to set national and state goals and allocate resources. Traffic crashes involving serious injuries is one of the measures NHTSA tracks.

Calculation Method: Serious-injury-producing collision rate is calculated by dividing the number of collisions involving serious injuries by a population factor; in this case, Austin's full-purpose population divided by 100,000.

FY 2010-11 Results: The FY 2010-11 goal for this measure was established at 11.65 serious-injury collisions per 100,000 population, or roughly 90 collisions. The actual result was 12.91 collisions per 100,000 population, or 101 collisions, which was 11% above the goal.

Rate of Serious-Injury Collisions per 100,000 Population

Assessment of Results: Looking at results over time, the FY 2010-11 result was 18% higher than FY 2009-10 (85 collisions) and 3% higher than the average of the last four years (FY 2006-07 through FY 2009-10; 94 collisions).

Next Steps: Throughout the year, the Highway Enforcement Command focused its efforts on school-zone safety, concentrating on the protection of children arriving and leaving school grounds. The campaigns targeted unsafe driver behavior, including cell phone use and speeding. Another effort used motorcycle officers with support from regional district representatives, to zero in on drivers who disregarded crossing guards and illegally passed school buses. The aim was to use enforcement to increase public awareness of the risks associated with violating school-zone traffic laws. The Department will continue these efforts in FY 2011-12.
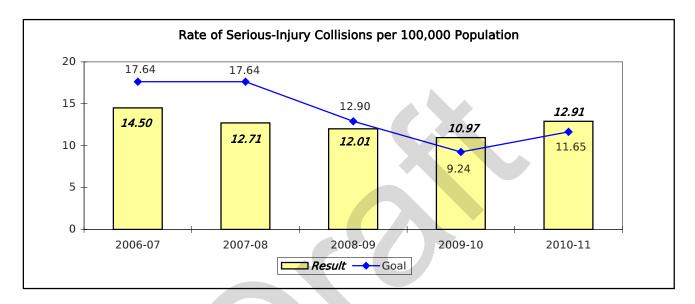
For more information contact Commander Jason Dusterhoft, Highway Enforcement Division, at (512) 974-5981.

RATE OF TRAFFIC FATALITIES PER 100,000 POPULATION

Measure Description: The National Highway Traffic Safety Administration (NHTSA) uses a set of measures to track performance and assess progress in traffic safety at the local, state, and national level. Results are also used to set national and state goals and allocate resources. Traffic fatalities are one of the measures NHTSA tracks.

Calculation Method: The traffic fatality rate is calculated by dividing the number of traffic fatalities by a population factor; in this case, Austin's full-purpose population divided by 100,000.

FY 2010-11 Results: The goal for this measure was established at 7.67 traffic fatalities per 100,000 population, or about 59 fatalities. The actual result was 8.56 fatalities per 100,000 population, or 67 fatalities, which was 12% above the goal.

Assessment of Results: Looking at results over time, the FY 2010-11 result was 25% higher than FY 2009-10 (53 fatalities), and 11% higher than the average of the last four years (FY 2006-07 through FY 2009-10; 58 fatalities).

During calendar year 2010, most traffic fatalities involved motor vehicle occupants (57%), followed by pedestrians (20%) and motorcyclists (18%). In addition, 43% of motor vehicle victims were not using restraints, and 56% of motorcycle victims were not wearing helmets. Looking at other factors, 49% of fatal crashes involved speed and 47% of fatal crashes occurred on freeways (e.g., IH-35, Mo-Pac, US Hwy 183, and State Hwy 71/290 West).

Next Steps: During July, the Highway Enforcement Command conducted a citywide initiative to enforce the state's Move Over Law, which requires drivers to slow down or change lanes when passing parked emergency vehicles. The law aims to protect officers (and all first responders) from being hit by oncoming traffic. During the operation, officers worked in teams to enforce traffic violations such as speeding, then issued citations and warnings to educate the public about this law.

Beginning in March, the department trained staff on the techniques and importance of clearing vehicle collisions from high-speed roadways. Effectively clearing crashes helps to reduce citizen and officer injuries and minimizes the chance of secondary crashes.
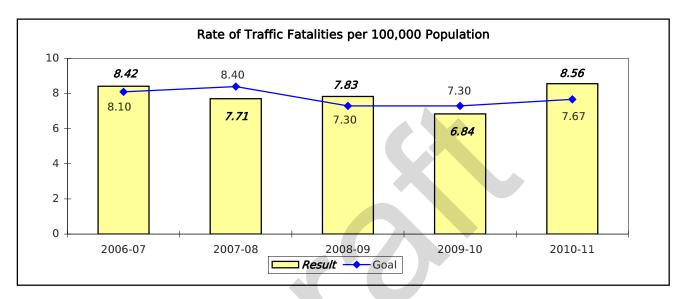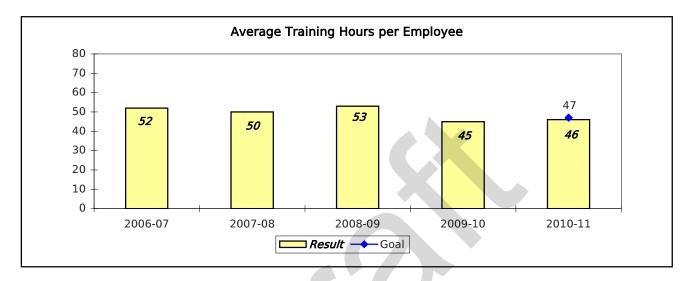
For more information contact Commander Jason Dusterhoft, Highway Enforcement Division, at (512) 974-5981.

AVERAGE TRAINING HOURS PER POLICE EMPLOYEE

Measure Description: Average training hours per employee is one gauge of the Austin Police Department's investment in staff development. This measure tracks the number of hours of training taken, on average, by employees. Both sworn and civilian staff are included; however, new officer (cadet) training is excluded.

Calculation Method: Average training hours is calculated by adding the total hours of training taken by all employees, both sworn and civilian. This total is divided by the number of budgeted, full-time equivalent staff.

FY 2010-11 Results: For FY 2010-11, this measure has an established goal of 47. The actual average training hours per employee was 46, which was 2% lower than the goal. This measure is new for FY 2010-11, and thus is the first year in which a goal was set.

Average Training Hours per Employee

Year	Result	Goal
2006-07	52	
2007-08	50	
2008-09	53	
2009-10	45	
2010-11	46	47

Assessment of Results: Looking at results over time, the FY 2010-11 result was 2% higher than FY 2009-10 and 8% lower than the average of the last four years (FY 2006-07 through FY 2009-10). Results for FY 2010-11 and FY 2009-10 are comparable, but comparing the two most current years to previous years adds some distortion. Due to the lag time between conducting training and reporting training hours, both FY 2009-10 and FY 2010-11 are somewhat underreported. For the same reason, prior years (FY 2008-09 and earlier) are likely to appear higher.

Next Steps: In addition to mandatory officer training, which is required to maintain the State Peace Officer's license, the department hosted several training opportunities throughout the year, including information on bias-motivated crime from the Anti-Defamation League, and a nationally known speaker on "Emotional Survival for Law Enforcement and the Families."

For more information contact Commander Brian Manley, Training Division, at (512) 974-5216.

Meaning of "Overall Austin Police Services"

= Numerous & Variable

Various Interpretations

PUBLIC SAFETY

- *"Keeping public order and safety."*
- *"Safety in neighborhoods."*
- *"They should protect and serve the community."*
- *"Police presence."*
- *"911 emergency response."*
- *"Traffic control."*

COMMUNITY INVOLVEMENT

- *"Ideally, community partner and resource."*
- *"Neighborhood watch."*
- *"Meeting with neighborhood groups."*
- *"Blue Santa."*

CRIME PREVENTION, INVESTIGATIONS, & RESPONSE

- *"Crime prevention."*
- *"Crime deterrence."*
- *"Investigating crimes."*
- *"Helping prosecute crimes."*
- *"Victims services."*

12

Satisfaction with Overall Austin Police Services

= Variable

Bases of Favorable Views

- *"The police are quick to **respond** to 911 calls."*
- *"If you call them and you need the police, they are there. It doesn't take a long time; they're pretty fast."*

- *"My own house was burglarized and they got there quickly and were very caring."*

- *"They do seem to be a presence so **I feel safe** in my area."*

- *"All of the times I have ever interacted with them have been good."*

- *"They do a great job and the crime rate is low compared to most other cities."*

- *"They [Austin Police Department] put forth the effort to be more **responsible and accountable**."*

- *"Our **neighborhood group** requested a meeting with the police and they did a really good job of telling people how to be safe and took 45 minutes of questioning."*

Notes. The 2010 Citizen Survey also reports that citizens' satisfaction with overall police services is mixed. Focus group participants from the west side were more satisfied than those from the east side. Generally speaking, participants expressed their views about police services with passion and conviction, especially those with unfavorable views. Many participants on the west side and nearly all participants on the east side based their evaluations on personal experiences.

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13

Satisfaction with Overall = Variable
Austin Police Services

Perceived Differences in Officers' Attitudes

- *"The **attitude from the police is mixed**; sometimes very negative, sometimes very positive."*

- *"I've met **some that were nice**."*

- *"Some are just ridiculously **rude** and pull you over to harass you for no reason."*

- *"They handle routine things pretty good -- **if you get the right cop**."*

- *"Some cops are absolutely fabulous but then you have those bad ass guys who are into the power trip."*

- *"Certain police officers feel like it's the old West."*

- ***"Some think they're God**."*

- *"Some incidences in the past have been embarrassing for the police but **you can't hold the whole department accountable for a few people's actions**."*

- *"They're controversial."*

Notes. Many participants perceive variation among police officers.

14

Satisfaction with Overall Austin Police Services   = Variable

Bases of Unfavorable Views

SLOW RESPONSE; VARIABLE RESPONSE TIME

- *"I had a personal experience with a very **slow response rate.**"*

- *"They **respond to Central Austin quicker** than they respond to other areas."*

QUESTIONABLE PRIORITIES

- *"They spend **too much time writing tickets** and not enough time preventing crime."*

- *"You see 5 or 6 police officers at a fast food joint, and it might be their break, but when you see it over and over again, you wonder if this is the best use of our force."*

EXCESSIVE FORCE / ABUSE OF POWER

- *"They shot and killed too many young people in our city."*

- *"**They shoot first and ask questions later**."*

- *"They stick together and **won't admit their culpability.**"*

DISCRIMINATION

- *"Although my personal interactions have been fine, they have not been that way for my son and his friends."*

- *"They do have a tendency to **discriminate against certain age groups, genders, and ethnicities.**"*

- *"How you're treated **depends on the area you're in.**"*

15

Increasing Satisfaction with Overall Austin Police Services Requires 3 Broad Changes

Better Interpersonal Skills

- *"They need to **give the impression that they care** about people's personal situations."*

- *"They **should be respectful and polite** in any situation unless they're give good reason to act otherwise."*

- *"Not so cocky."*

- *"They should be less confrontational."*

- *"**Less harassment** of young African Americans."*

- *"More and better training on how to deal with situations and people."*

- *"They should provide **more diversity training** for the police and then community outreach to show they have done it."*

Notes. There were numerous suggestions for improved training of various types. Specific references were made to diversity issues --especially race/ethnicity and age. Participants also suggested training to improving interpersonal skills, emphasizing the importance of showing respect and listening. Also mentioned was training to enhanced neighborhood understanding.

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16

Increasing Satisfaction with Overall Austin Police Services Requires 3 Broad Changes

Engaging with the Community in Collaborative Partnership

- *"More involvement with the community in high crime areas. Get to know the people."*

- *"There needs to be **more community involvement.** If you know the area you serve and the people in it, it's easier to tell who's right from who's wrong."*

- *"I'd like to see **more community partnership** and see the cops helping the community."*

- *"**Listen to the community** and learn their needs."*

- *"**Educating the public on the many roles the police play and ways they help the community.**"*

17

Increasing Satisfaction with Overall Austin Police Services Requires 3 Broad Changes

Increased Presence Where Most Needed

- *"**More police presence** in high crime neighborhoods"*
- *"Better prevention of crime in certain high crime areas by increasing patrols."*
- *"We **need more officers** as the city grows."*
- *"More bicycle police in the neighborhoods."*

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18

FY 2009-2010 PROPOSED BUDGET
RESPONSE TO REQUEST FOR INFORMATION

DEPARTMENT: Police

REQUEST NO.: 63

REQUESTED BY: Spelman

DATE REQUESTED: 7/13/09

REQUEST: Address the following issues regarding Reduction Proposal POLICE-10 from the Menu of Potential Budget Reductions:

- **What staffing rotations can be altered to reduce total amount of OT while maintaining specialized operations?**
- **What proportion of OT is used for patrolling "hot spots"?**
- **How effective have hot spot patrols been at reducing recurring crime problems?**

RESPONSE:

Since the 80% mandatory patrol staffing policy was lifted in 2007 (right after Chief Acevedo started), the department has adjusted shift staffing to reduce overtime on almost all major events that we can plan for ahead of time, i.e., Mardi Gras, Texas Relays, Halloween, etc. This has significantly reduced overtime and at the same time it hasn't compromised special operations to date.

Approximately 14% of the Department's overtime is allocated for "hot spot" initiatives. The overtime used for these crime reduction strategies actually varies based on needs and effectiveness. It should also be noted that over the last two years, the vast majority of the OT used for patrolling hot spots has come from grant funding. Those grants are now over, but the need still exists to patrol hotspots in conjunction with crime reduction strategies related to COMPSTAT.

In our "Bureau of Justice Assistance Targeting Violent Crime Initiative" grant that recently ended, hotspot analysis was used to determine how to structure the violent crime operations. A focus placed specific Police Reporting Areas and the top 20 to 30 serious and prolific offenders working in the specified area. A comparison of violent crime during the last six months of operations in 2008 to the same period in 2007 shows an 11% reduction in violent crime in the enforcement area and an impressive 30% reduction in robbery.

2009-2010 PROPOSED BUDGET
RESPONSE TO REQUEST FOR INFORMATION

DEPARTMENT: Police

REQUEST NO.: 98

REQUESTED BY: Spelman

DATE REQUESTED: 8/05/2009

REQUEST: Please provide a complete breakdown of APD's overtime.
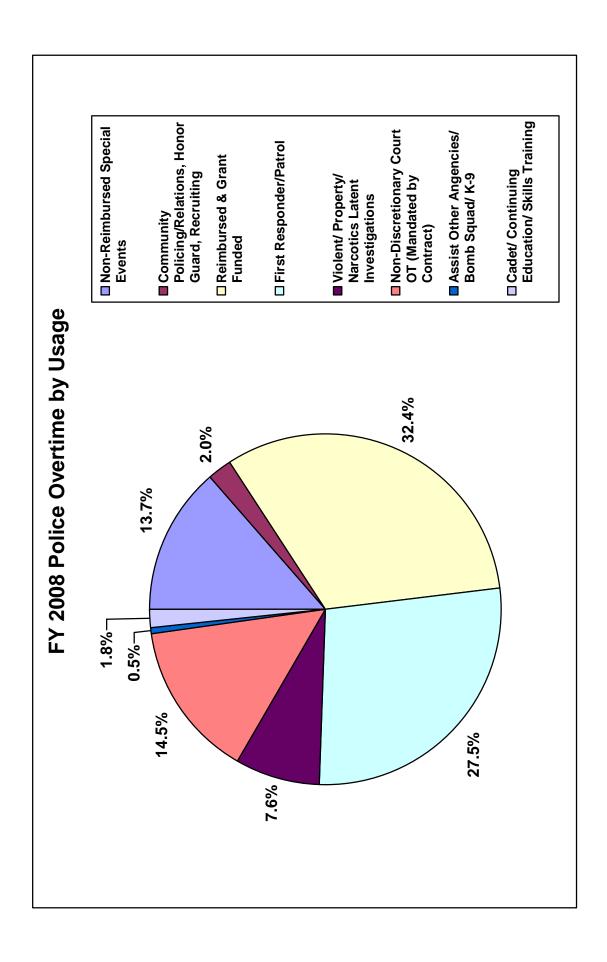
RESPONSE:

The chart below shows a brief history of APD overtime:

	FY 2007 Actual	FY 2008 Actual	FY2009 Adopted	FY 2009 Amended	FY 2009 Estimate	FY 2010 Proposed
Regular OT	$9,051,194	$7,392,584	$9,107,765	$8,078,451	$8,072,717	$9,325,990
Reimbursed OT	$2,028,090	$2,304,934	$2,212,500	$2,202,500	$3,131,894	$2,132,709
Total Overtime	$11,079,284	$9,697,518	$11,320,265	$10,280,951*	$11,204,611	$11,458,699

*The amended budget for FY2009 includes an increase for PSEM Consolidation in the amount of $347,120 and a savings plan decrease of $1,376,434.

Police regular overtime is budgeted and tracked by each APD Unit. Commanders assigned to each of these units are held responsible for the overtime budget and expenditures, and base the usage of overtime on the needs of the community. In each unit, there is typically more than one type of overtime being used. The Police Department does not budget overtime based on types of overtime usage. On the next page is a pie chart is of the actual overtime expenditures for FY08 by usage.

FY 2008 Police Overtime by Usage

Legend:
- Non-Reimbursed Special Events
- Community Policing/Relations, Honor Guard, Recruiting
- Reimbursed & Grant Funded
- First Responder/Patrol
- Violent/ Property/ Narcotics Latent Investigations
- Non-Discretionary Court OT (Mandated by Contract)
- Assist Other Angencies/ Bomb Squad/ K-9
- Cadet/ Continuing Education/ Skills Training

2.0%
13.7%
1.8%
0.5%
14.5%
7.6%
27.5%
32.4%

Description of Types of Overtime Uses

Non-Reimbursed Special Events **-** reflects overtime paid to officers who work beyond their scheduled shifts, or work on their scheduled days off to provide special event coverage. Special events include public activities such as parades, fairs, demonstrations or emergencies which require police officer presence for crowd or traffic control, or other law enforcement duties.   This also includes many holiday events such as First Night, Halloween, and Mardi Gras and other Citywide activities that require police presence such as the Texas Relays and Juneteenth Celebration.

Reimbursed & Grant Funded - reflects overtime paid to officers working on grants or other reimbursed projects.

Community Policing/Relations, Honor Guard, Recruiting - reflects overtime paid to officers working beyond their scheduled shifts on Community Policing projects, Honor Guard engagements, and for recruiting for the department.

First Responder/Patrol - reflects overtime paid to officers for call back, late arrest, late dispatched calls, and holdovers.   This also includes time that police officers are sometimes required to stay beyond their scheduled shifts to complete arrests or to file arrest and/or incident reports.

Violent/Property/Narcotics Latent Investigations - reflects overtime incurred primarily by detectives in the investigative units who work beyond their scheduled hours in order to complete investigative duties.   Includes call back after hours, special investigative projects and other duties such as interviewing witnesses or making arrests.

Non-Discretionary Court OT (Mandated by Contract) **–** reflects overtime paid to sworn employees who are subpoenaed to appear in court during off-duty hours. This includes Municipal Court, District Courts and License Revocation Hearings.

Assist Other Agencies/Bomb Squad/K-9 – reflects overtime paid to sworn employees for special operations call outs to assist Patrol or other agencies.

Cadet/Continuing Education/Skills Training – reflects overtime paid to sworn employees used for training, attending meetings or carrying out other functions during off-duty hours

Below is a breakdown of the $11.4 million in budgeted overtime for FY 2010 by unit.

FY 2010 Budgeted Overtime by Police Unit

1113	Internal Affairs OT	30,000	5145	DR NW	5,000
1114	PIO OT	6,000	5146	North Metro Tactical	80,000
1205	Park Police	125,000	5147	Detective NW	5,000
2101	Muni Court Security	10,000	5215	NE Area Patrol	325,000
2551	Cadet Training	80,000	5245	DR NE	5,000
2552	Recruiting	35,000	5246	Central Metro Tactical	80,000
2553	Guidance Advisory	10,000	5247	Detective NE	5,000
2560	In Service Training	80,000	5251	Central Mid Level	60,000
3110	Marshalls Warrants	40,000	5315	Central West Area Patrol	325,000
3135	Non Reimbursed Special Events	380,000	5345	DR CW	5,000
3311	Downtown OT	325,000	5347	Detective CW	5,000
3312	K-9	35,000	5349	Court OT	1,600,000
3313	Mounted	27,186	5351	North Mid Level	60,000
3314	SWAT	250,000	5352	Arrest Review	80,000
3315	Explosive Team	15,000	5415	CE Area Patrol	325,000
3317	Fugitive Apprehension	15,000	5445	DR CE	5,000
3318	CIT	5,000	5447	Detective CE	5,000
3332	Traffic Initiatives	135,000	5515	SW Area Patrol	325,000
3355	Highway Enforcement	100,000	5545	DR SW	5,000
4112	Child Abuse	30,000	5546	South Metro Tactical	80,000
4113	DIVERT	20,000	5547	Detective SW	5,000
4115	Domestic Violence	4,000	5551	South Mid Level	60,000
4116	Homicide	80,000	5615	SE Area Patrol	325,000
4117	Robbery	90,000	5645	DR SE	5,000
4118	Cold Case	35,000	5647	Detective SE	5,000
4119	Sex Crimes	25,000	5651	Public Ed Unit	9,000
4121	Sex Offender Apprehension	55,000	5745	DR DT	5,000
4124	Financial Crimes	8,000	5747	Detective DT	5,000
4125	Youth Services/Missing Person	6,000	5815	NC Area Patrol	325,000
4126	Human Trafficking	15,000	5845	DR NC	5,000
4130	White Collar Crime	500	5847	Detective NC	5,000
4135	Auto Theft	13,000	5915	SC Area Patrol	325,000
4155	Special Investigation unit	50,000	5945	DR SC	5,000
4156	Computer Forensics	2,000	5947	Detective SC	5,000
4210	Crimes Against Property	14,500	6115	Inspections	10,000
4225	Pawn Shop	15,000	6200	Airport - per agreement	137,814
4412	High Tech	3,000	7933	Hot Spot - COMPSTAT	1,200,000
4415	Animal Cruelty	500	7945	Crowd Mgt Team	150,000
4450	Nuisance Abatement	8,500		**Total Non-reimbursed overtime**	**8,740,000**
4451	Career Criminal Apprehension	65,000	3130	Reimbursed overtime	**2,132,709**
4456	Gangs	100,000	7981	FICA/Medicare Estimate	**585,990**
4522	Narcotics Conspiracy	100,000		**Overtime and estimated benefits**	**11,458,699**
5115	NW Area Patrol OT	325,000			

2009-2010 PROPOSED BUDGET
RESPONSE TO REQUEST FOR INFORMATION

DEPARTMENT: Police

REQUEST NO.: 123

REQUESTED BY: Spelman

DATE REQUESTED: 9/2/2009

REQUEST: Please provide FY 2007-2008, and FY08-09 YTD Actual Overtime Usage by Police Unit. Hopefully this information can map with the spreadsheet provided in budget question #98 (FY10 budget of OT).

RESPONSE:

UNIT	UNIT NAME	FY08 ACTUAL	FY09 YTD	FY 10 BUDGET
1110	Executive Staff	0	31	0
1113	Internal Affairs	31,614	14,283	30,000
1114	PIO	4,766	5,572	6,000
1152	Community Outreach	867	166	0
1155	PAL	0	486	0
1157	Explorers	0	6,292	0
1205	Park Police	0	30,254	125,000
1312	Technology Planning	2,106	1,001	0
1405	Lake Patrol	0	3,252	0
2101	Municipal Court Security	0	1,843	10,000
2550	Training Command	1,265	32	0
2551	Cadet Training	49,523	27,313	80,000
2552	Recruiting	58,409	22,391	35,000
2553	Guidance Advisory	667	2,491	10,000
2555	Cadet Class Salaries	4,528	673	0
2556	Field Training	0	1,410	0
2560	In Service Training	74,833	68,735	80,000
2561	Sworn Training	3,456	2,034	0
3110	Marshalls Warrants	0	16,378	40,000
3111	Honor Guard	34,994	31,660	0
3130	Reimbursed coded to regular	176,201	64,173	0
3135	Non-Reimbursed Special Events	728,168	361,817	380,000
3311	Downtown OT	257,543	276,591	325,000
3312	K-9	28,148	30,713	35,000
3313	Mounted Patrol	23,513	27,056	27,186
3314	SWAT	218,074	279,007	250,000
3315	Explosive Team	14,350	16,317	15,000
3317	Fugitive Apprehension	1,196	8,492	15,000
3318	CIT	4,180	2,095	5,000

UNIT	UNIT NAME	FY08 ACTUAL	FY09 YTD	FY 10 BUDGET
3321	Rotating Wing	11,063	10,674	135,000
3330	Traffic Investigation (Major)	13,088	22,932	0
3332	Traffic Initiatives	933	0	0
3333	Cap.Metro Traffic Initiative	75,196	24,710	0
3335	Abandoned Vehicle Removal	484	891	100,000
3336	Star Center	15,207	458	0
3355	Highway Enforcement	117,133	201,332	0
3375	DWI Enforcement	31,215	48,688	0
3385	Motors	1,534	20,280	0
4112	Child Abuse	29,190	24,509	30,000
4113	DIVERT	8,309	3,899	20,000
4115	Domestic Violence	1,796	4,017	4,000
4116	Homicide	150,347	100,510	80,000
4117	Robbery	66,126	71,169	90,000
4118	Cold Case	0	24,678	35,000
4119	Sex Crimes	22,386	24,252	25,000
4121	Sex Offender Apprehension	13,176	55,386	55,000
4124	Financial Crimes	5,608	3,749	8,000
4125	Youth Services/Missing Persons	1,884	1,004	6,000
4126	Human Trafficking	44,159	55,124	15,000
4130	White Collar Crime	310	3	500
4135	Auto Theft	13,948	6,588	13,000
4155	Special Investigations Unit	10,459	31,964	50,000
4156	Computer Forensics	0	221	2,000
4210	Crimes Against Property	0	0	14,500
4225	Pawn Shop	2,104	9,083	15,000
4400	Organized Crime	209	0	0
4412	High Tech	4,355	2,196	3,000
4414	Intelligence	59,774	72,748	0
4415	Animal Cruelty	6	258	500
4418	Alcohol Control	38,290	0	0
4420	Property Recovery	416	0	0
4450	Nuisance Abatement	7,221	7,290	8,500
4451	Career Criminal Apprehension	62,623	67,774	65,000
4454	Hostage Negotiations	10,684	22,318	0
4456	Gangs	59,194	166,900	100,000
4458	Major Crimes Taskforce	53,772	229	0
4459	Firearms Investigation	593	0	0
4520	Narcotics	148,243	156,944	0
4522	Narcotics Conspiracy	146,005	139,013	100,000
4910	Homeland Defense Special Mission	97	0	0
4920	Homeland Defense-Home Defense	54	0	0
4921	Special Missions Response & Train	3,249	402	0
5110	NW Area Patrol	1	22	0
5115	NW Area Patrol	200,661	168,417	325,000
5140	NW Area Patrol Support	0	2,895	0
5145	DR NW	2,348	2,577	5,000

UNIT	UNIT NAME	FY08 ACTUAL	FY09 YTD	FY 10 BUDGET
5146	North Metro Tactical	3,634	30,991	80,000
5147	Detective NW	2,450	4,053	5,000
5150	Motors NW Area	1,132	0	325,000
5215	NE Area Patrol	275,680	277,413	5,000
5245	DR NE	28,082	33,266	80,000
5246	Central Metro Tactical	5,610	72,231	0
5247	Detective NE	3,596	3,931	5,000
5250	Motors NE Area	1,248	0	0
5251	Central Mid Level			60,000
5287	East Side Story	11	600	0
5310	CW Area Patrol	10	230	0
5315	CW Area Patrol	261,474	236,375	325,000
5345	DR CW	31,654	4,999	5,000
5346	Street Response-CW	9,953	0	0
5347	Division Detective CW	3,085	7,606	5,000
5349	Court Liaison Patrol	1,408,467	1,499,796	1,600,000
5350	Motors CW Area	615	0	0
5351	North Mid Level Narcotics	1	0	60,000
5352	Arrest Review	73,516	79,322	80,000
5401	CE Area Command	0	60	0
5410	CE Area Patrol	0	162	0
5415	CE Area Patrol	406,378	460,051	325,000
5445	DR CE	68,745	18,374	5,000
5446	Street Response-CE	43,471	8,227	0
5447	Detective CE	6,202	9,276	5,000
5450	Motors CE area	368	0	0
5510	SW Area Patrol	55	103	0
5515	SW Area Patrol	166,178	129,604	325,000
5545	DR SW	1,087	10,465	5,000
5546	South Metro Tactical	1,270	50,051	80,000
5547	Detectives SW	16,742	19,958	5,000
5550	Motors SW Area	517	0	0
5551	South Mid Level			60,000
5610	SE Area Patrol	168	32	0
5615	SE Area Patrol	198,127	149,001	325,000
5645	DR SW	2,176	1,228	5,000
5646	Street Response SE Area	1,182	0	0
5647	Detective SE	2,824	700	5,000
5650	Motors SE	2,372	0	0
5651	Public Ed Unit & CPA SE	33,202	9,268	9,000
5720	Community Partnership Command	9	0	0
5745	DR Dwtn	4,889	9,304	5,000
5746	Street Response Dwtn	134,599	215	0
5747	Detective Dwtn	2,122	3,705	5,000
5750	Motors Dwtn	705	0	0
5801	NC Area Command	932	0	0
5810	NC Area Patrol	119	0	0

UNIT	UNIT NAME	FY08 ACTUAL	FY09 YTD	FY 10 BUDGET
5815	NC Area Patrol	311,025	284,644	325,000
5845	DR NC	6,922	14,295	5,000
5846	Street Response NC	988	0	0
5847	Detective NC	2,245	1,828	5,000
5850	Motors NC	955	0	0
5910	SC Area Patrol	0	5	0
5915	SC Area Patrol	452,053	227,234	325,000
5945	DR SC	1,774	1,396	5,000
5946	Street Response SC	3,523	0	0
5947	Detectives SC	4,575	4,851	5,000
5950	Motors SC	1,101	0	0
6110	Accreditation	885	601	0
6115	Inspections	2,442	18	10,000
6200	Airport Police	0	169,544	137,814
7911	Neighborhood Policing Patrol	370	482	0
7932	Organized Crime	0	828	0
7933	Violent Crime Other Expenses	64,157	73,522	1,200,000
7945	Crowd Management Team	183,065	171,517	150,000
	Regular overtime 5008	**7,392,584**	**6,940,024**	**8,740,000**
	Reimbursed OT 5019	**2,304,934**	**2,920,646**	**2,132,709**
	FICA/Medicare Estimate	**591,549**	**601,501**	**585,990**
	Total	**10,289,067**	**10,462,171**	**11,458,699**

2010-2011 PROPOSED BUDGET
RESPONSE TO REQUEST FOR INFORMATION

DEPARTMENT: Police

REQUEST NO.: 98

REQUESTED BY: Spelman

DATE REQUESTED: 8/27/10

REQUEST: How does APD arrive at the proposed authorized strength for each fiscal year?

RESPONSE:

In FY 2002-03, the Austin City Council approved, as part of the budget process, a staffing level goal for the Austin Police Department (APD) of two officers per one thousand Austin residents. As a result, the City would determine the number of officers needed to maintain this ratio by taking the full-purpose population provided by the City Demographer, plus the population of areas the City anticipated annexing in the next fiscal year, divide by a thousand and multiply by two. Annexations are considered into the calculation a full fiscal year ahead of their scheduled date to give APD time for new officers to be fully trained by the time an area is annexed into the City.

In January 2009, the Public Safety and Emergency Management Department (PSEM) consolidated with the Austin Police Department. This consolidation transitioned 83 PSEM officers into sworn APD police officers and brought additional duties to the Austin Police Departments including security of the airport, security of the municipal court, policing the parks, and serving as court marshals. Of the 83 PSEM officers, 35 were assigned to the Parks, 34 assigned to the Airport, and 14 were assigned to provide Court security and serve as Court Marshalls. In the FY 2009-10 Budget, Aviation agreed to fund an additional 5 Police Officers dedicated to the Airport. Since these officers are dedicated solely to the Airport, they were added to the authorized strength formula.

An authorized strength model of 2.0 officers per thousand + 34 PSEM officers added for the security of the airport + 14 PSEM officers added for the security of the Municipal Court and to serve as Court Marshalls + 5 additional officers funded by Airport was used during the FY 2009-10 Budget and FY 2010-11 Forecast. For FY 2010-11, this formula called for 13 new police officers, bringing the department's authorized strength to 1,634 sworn officers. The Airport and Court duties were added to the formula because these responsibilities required a dedicated presence and are not available to respond to other outside calls. The Park Police was not included in this formula because these officers are available to respond to calls both inside the parks and in the surrounding community.

As part of the FY 2010-11 Budget process, the Austin Police Department requested that the 35 PSEM parks officers be added to the authorized sworn staffing calculation. This request was included in the FY 2010-11 Proposed Budget, bringing the total number of sworn officers to 1,669. Therefore, the FY 2010-11 Proposed Budget includes a current authorized strength staffing model of 2.0 officers per thousand + 83 officers added during the PSEM consolidation + 5 additional officers funded by the Airport.

2011-2012 FINANCIAL FORECAST
RESPONSE TO REQUEST FOR INFORMATION

DEPARTMENT: Austin Police Department

REQUEST NO.: 25

REQUESTED BY: Spelman

DATE REQUESTED: 6/1/2011

REQUEST: Please provide information for the past 5 years (or more, if readily available) regarding population growth in Austin, increases in the number of officers to maintain 2.0 per thousand staffing, and increases in departmental workload measures. What are the largest factors driving APD's workload? How will delaying the cadet class by six months affect these changes in workload?

RESPONSE:

Many variables play a role in the department workload and in general the changes are incremental over time. No one variable is expected to influence workload so immediately in FY 2012 that delaying the cadet class for several months would impact overall workload.

Below is a table showing the calculation of 2.0 officers per thousand for the past five years as well as the projection for the next five years. The population projections from the City Demographer are added to the population estimates from anticipated annexations. The number is then divided by 1,000 and then multiplied by 2. The calculation is also shown as adjusted to exclude officers assigned to Airport Police, Downtown Marshalls and Parks Police.

POLICE SWORN FTEs FUNDING REQUIREMENTS	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Population (City Demographer)			752,666	777,559	782,483	813,776	828,223	845,024	860,018	875,274
Popul of Anticipated Annexations			16,836	7,937	8,237	0	0	0	3884	3884
Total Population used for 2.0	735,088	750,525	769,502	785,496	790,720	813,776	828,223	845,024	863,902	879,158
Police Required for 2.0			1,539	1,571	1,581	1,628	1,656	1,690	1,728	1,758
Prior Year Sworn FTEs	1,435	1,442	1,515	1,621	1,621	1,669	1,718	1,746	1,780	1,818
Adjustment for Airport Police				-34	-39	-41	-41	-41	-41	-41
Adjustment for Marshalls					-14	-14	-14	-14	-14	-14
Adjustment for Park Police					-35	-35	-35	-35	-35	-35
FTEs for 2.0 Calculation	1,435	1,442	1,515	1,587	1,533	1,579	1,628	1,656	1,690	1,728
Per Thousand Rate			1.97	2.02	1.94	1.94	1.97	1.96	1.96	1.97
New Officers to Maintain 2.0	6	39	24	0	48	49	28	34	38	30
Anderson Mill Road Annexation: Pop. 915: FY 08	0	2	0							
North Acres Annexation: Pop. 1,998: FY 08	0	4	0							
The Penisula Annexations: Pop. 1,086: FY 08	0	2	0							
Lost Creek Annexations Moved to December 2015: Pop 3,884	0	0	0							
Anderson Mill MUD Annexation: Pop. 12,837: FY 08	0	26	0							
Springwoods MUD SPA Annex, Pop. 7,937 Dec 2010	0	0	0							
Assistant Chief Position: FY 07	1	0	0							
Commander: Savings Plan Cut:	0	0	-1							
Riverplace, Dec. 2017 Pop.	0	0	0							
Other areas, Dec. 2010 Pop. 300	0	0	0							
North Austin MUD MAP, Pop.	0	0	0							
PSEM Consolidation	0	0	83							
SUBTOTAL	7	73	106							
TOTAL Funded Sworn FTEs	1,442	1,515	1,621	1,621	1,669	1,718	1,746	1,780	1,818	1,848
Per Thousand Rate	1.96	2.02	2.11	2.06	2.11	2.11	2.11	2.11	2.10	2.10

Over the past four years, the department has made changes necessary to ensure that current personnel are being used in the most efficient manner possible. These changes are meant to maximize the effectiveness of our existing resources by strategically placing officers where the need is greatest. For example, roughly twice a year an analysis of crime and response time by sector is used to redistribute patrol officers, adjusting staffing based on need. On a daily basis, the Watch Commander program can move patrol resources across sectors based on critical incidents or special events. The department has also implemented special enforcement teams, known as Regional Tactical Support, which can provide additional directed patrol that is used to supplement patrol operations in emerging crime "hot spots." Tactical Support is able to address problems quickly and prevent ongoing crime issues identified during our CompStat process.

It is difficult to measure police workload due to all the variables related to services the department provides. First, the number of calls for service may appear to be a valid measure; however, many calls require dispatch of multiple officers and may require that those officers remain on the scene for an extended period of time. The personnel and time requirement may vary significantly depending on the call type. As an example, a robbery of a business call will require more officers be dispatched than a burglar alarm call.

The number of incidents that patrol officers responded to, including the incidents where they self-initiated the contact, is shown below. The number of incidents has decreased overall during the past five years. The department believes that the increased utilization of district representatives and tactical teams in recent years is directly resolving neighborhood issues that would have otherwise would have resulted in a call for service in the past. Public familiarity with the City 311 system has also decreased the need to dispatch officers to gather information.

Patrol Officer Calls for Service and Percent Increase/Decrease from Previous Year

	2007		2008		2009		2010		2011 Oct-May	
Patrol Officer Responses	597,770	9%	630,657	6%	652,374	3%	622,036	-5%	415,024	-0.3%

A second indicator to measure workload is uncommitted time. The department's Computer Aided Dispatch system tracks many of the variables used in a workload analysis including the number and type of call, how long the officer spent on the call, whether an incident report was written or an arrest was made, and the number and type of traffic enforcement and other citizen contacts. A preliminary report was developed to estimate uncommitted time for patrol units – the time officers have for community policing, maintenance initiatives, directed patrols and proactive policing. This analysis is the first attempt by the department to capture this information and only includes first responders – no corporals, sergeants, district representatives or regional tactical support officers. Activities such as meals, refueling the vehicle, vehicle maintenance, etc. were not included in the committed time, only time spent on actual calls for service. The chart below shows that officers citywide are responding to calls for service and taking care of other business 72% of the time and they can be proactive in their policing during roughly 28% of their time. These numbers are based on average actual staffing, not authorized staffing which includes vacancies.

2010 Estimates of Uncommitted Time Based on AVERAGE ACTUAL Staffing

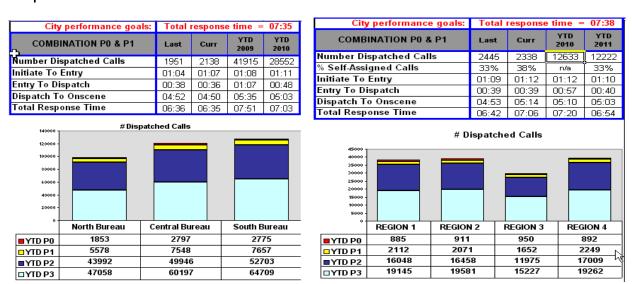| Committed Time HOURS	Average Actual Staffing*	Total Hours (2080xstaff)	Productive Hours (.75xTotalHrs)**	Uncommitted Time in Hours (Productive - Committed)	Percent Uncommitted (divided by Total Hours)
569,937	584	1,215,280	911,460	341,523	28.1%***

*   Average Actual Staffing subtracts the average number of vacancies (across the 52 weeks of the year) from authorized number.

** Assumption: an average of 10 hours per week is spent training, on vacation, sick and various administrative tasks. This reduces the total hours by 25%. This is a standard we have used in other analyses like calculating detective work hours.

*** When the Average Actual Staffing is further reduced by the average number of persons on long-term and military leave, the Percent Uncommitted is 27.1%.

In January of this year, the department reorganized its patrol operations to better distribute the volume of calls for service and minimize response time. The department's nine patrol sectors were grouped into four regions. This new structure improves span of control for command staff as well as positions the department to address future population growth.

A third potential measure of workload, response time, also has many influencing variables. Both the staffing level and call prioritization impact response time. Call types are prioritized and, depending on staffing and the time of the day, calls may be held either because no officers are available due to other calls or if a call requires a multiple officer response. The response time could be impacted from the call onset based on whether or not the call taker is able to begin entering information into the system. If a caller is having difficulty communicating, the process could take longer from the beginning. APD currently tracks response time in CompStat. The charts that follow reflect the response time statistics for calendar year-end 2010 and calendar year-to-date 2011. The charts also include the City's performance goals in "red." Overall, response times have decreased since 2009; from 7 minutes and 51 seconds in 2009, to 7 min. and 3 sec. in 2010, to 6 min. and 54 sec. through May 2011.

Response Times

City performance goals:	Total response time = 07:35			
COMBINATION P0 & P1	Last	Curr	YTD 2009	YTD 2010
Number Dispatched Calls	1951	2138	41915	28552
Initiate To Entry	01:04	01:07	01:08	01:11
Entry To Dispatch	00:38	00:36	01:07	00:48
Dispatch To Onscene	04:52	04:50	05:35	05:03
Total Response Time	06:36	06:35	07:51	07:03

City performance goals:	Total response time = 07:38			
COMBINATION P0 & P1	Last	Curr	YTD 2010	YTD 2011
Number Dispatched Calls	2445	2338	12633	12222
% Self-Assigned Calls	33%	38%	n/a	33%
Initiate To Entry	01:09	01:12	01:12	01:10
Entry To Dispatch	00:39	00:39	00:57	00:40
Dispatch To Onscene	04:53	05:14	05:10	05:03
Total Response Time	06:42	07:06	07:20	06:54

#Dispatched Calls

	North Bureau	Central Bureau	South Bureau
YTD P0	1853	2797	2775
YTD P1	5578	7548	7657
YTD P2	43992	49946	52703
YTD P3	47058	60197	64709

Dispatched Calls

	REGION 1	REGION 2	REGION 3	REGION 4
YTD P0	885	911	950	892
YTD P1	2112	2071	1652	2249
YTD P2	16048	16458	11975	17009
YTD P3	19145	19581	15227	19262

In summary, many factors influence the department's workload and it is difficult to pinpoint any one driving force. Additional factors include but are not limited to traffic, population, socio-economic issues, special events and weather conditions. For example, the recent weekend closures of IH-35 at Ben White for construction have resulted in increased response times for first responders in that area having to navigate traffic congestion. Furthermore, extreme floods or freezes are factors that cause workload fluctuations given the increased likelihood of crashes and other weather related emergencies.

Because the 2.0 officers per 1,000 calculation is for all sworn staff, it is important to recognize that the authorized strength of 1,669 includes all ranks (Assistant Chiefs, Commanders, Lieutenants, Sergeants, Corporal/Detectives, and Officers). A portion of these positions are dedicated to Airport, Municipal Court and Parks/Lakes as well as other specialized units. Of the remaining 1,052 officers authorized, 584 are assigned to Patrol and

are available to be dispatched to calls for services. There are 353 detective/corporal positions that work in Patrol as well as specialized investigative units.

Further, the department leadership recognizes that our failure to increase the number of detectives has caused investigative units to prioritize which crimes are given emphasis: serious violent crimes are handled quickly while other less serious property crimes are delayed. This gap in customer service did not go unnoticed by the public. In response, last year the department requested that twenty-one of the forty-eight officers be approved with rank in order to start closing this gap as well as the issues with span of control. This request was approved and those positions will become available in October when the new officers graduate. The department has a similar request in the Unmet Service Demands list for Fiscal Year 2012.

The department has worked hard to recruit and fill vacancies over the past few years. Even though we have delayed hiring new officers, we have tried to continue holding training academies to fill vacancies that occurred throughout the year. In the past, we held off on holding any academies which resulted in the department staffing falling well below authorized strength. It is our goal to continue to conduct smaller classes, more often, thereby ensuring that we do not fall below levels necessary to maintain services. Because the cadet class in question consists of net new additional officers, delaying the hiring of these officers for approximately three to four months from the original scheduled start date of December 2012 should not significantly impact existing services or workload.

DEPARTMENT: Budget Office

REQUEST NO.: 44

REQUESTED BY: Leffingwell

DATE REQUESTED: 7/27/2011

REQUEST: Please provide three years of statistical information regarding staffing ratios of sworn personnel to population for major U.S. cities.

RESPONSE:

Please see the attachment below for three years of FBI data regarding law enforcement staffing ratios in major U.S. cities. The information in this table is derived from law enforcement employee counts (as of October 31, 2009) submitted by participating agencies. The table defines law enforcement officers as individuals who ordinarily carry a firearm and a badge, have full arrest powers, and are paid from governmental funds set aside specifically to pay sworn law enforcement. Vacant positions and cadets are not included. Civilian employees include full-time agency personnel such as clerks, radio dispatchers, meter attendants, stenographers, jailers, correctional officers, and mechanics.

In an answer to an earlier FY 2012 Council Budget Question, #25, pertaining to Austin Police's 2.0 per thousand staffing policy, vacant positions are included in the calculations, but cadets are not included.

Full-time Law Enforcement Employees by City

City	2007 Population	2007 Total law enforcement employees	2007 Total officers	2007 Total civilians	2007 Sworn Ratio per 1,000 Population	2008 Population	2008 Total law enforcement employees	2008 Total officers	2008 Total civilians	2008 Sworn Ratio per 1,000 Population	2009 Population	2009 Total law enforcement employees	2009 Total officers	2009 Total civilians	2009 Sworn Ratio per 1,000 Population
New York	8,220,196	53,848	35,404	18,444	4.31	8,345,075	49,664	35,761	13,903	4.29	8,400,907	50,688	35,071	15,617	4.17
Los Angeles	3,870,487	12,869	9,538	3,331	2.46	3,850,920	13,008	9,743	3,265	2.53	3,848,776	13,195	9,980	3,215	2.59
Houston	2,169,544	6,338	4,892	1,446	2.25	2,238,895	6,750	5,048	1,702	2.25	2,273,771	7,139	5,371	1,768	2.36
Phoenix	1,541,698	4,284	3,151	1,133	2.04	1,585,838	4,420	3,351	1,069	2.11	1,597,397	4,360	3,279	1,081	2.05
Philadelphia	1,435,533	7,542	6,714	828	4.68	1,441,117	7,623	6,764	859	4.69	1,547,605	7,576	6,722	854	4.34
Las Vegas	1,341,156	4,812	3,214	1,598	2.40	1,353,175	4,050	2,530	1,520	1.87	1,377,282	5,264	2,735	2,529	1.99
San Antonio	1,316,882	2,773	2,132	641	1.62	1,351,244	2,819	2,155	664	1.59	1,373,936	2,809	2,259	550	1.64
San Diego	1,261,196	2,675	1,924	751	1.53	1,271,655	2,775	1,987	788	1.56	1,314,773	2,647	1,894	753	1.44
Dallas	1,239,104	3,816	3,212	604	2.59	1,276,214	4,196	3,393	803	2.66	1,290,266	4,141	3,577	564	2.77
San Jose	934,553	1,784	1,396	388	1.49	945,197	1,754	1,383	371	1.46	954,009	1,749	1,371	378	1.44
Honolulu	905,903	2,548	2,049	499	2.26	906,349	2,620	2,125	495	2.34	907,124	2,610	2,105	505	2.32
Jacksonville	797,350	2,871	1,639	1,232	2.06	806,080	3,000	1,693	1,307	2.10	810,064	3,241	1,746	1,495	2.16
San Francisco	733,799	2,679	2,337	342	3.18	798,144	2,773	2,391	382	3.00	809,755	2,853	2,367	486	2.92
Charlotte	733,291	2,018	1,515	503	2.07	758,769	2,122	1,637	485	2.16	777,708	2,141	1,635	506	2.10
Austin	716,817	1,995	1,418	577	1.98	753,535	2,034	1,466	568	1.95	768,970	2,146	1,564	582	2.03
Fort Worth	670,693	1,792	1,412	380	2.11	701,345	1,899	1,486	413	2.12	723,456	1,915	1,502	413	2.08
Memphis	669,264	2,529	2,056	473	3.07	672,046	2,523	2,098	425	3.12	667,421	2,724	2,202	522	3.30
Baltimore	624,237	3,684	2,963	721	4.75	634,549	3,678	2,998	680	4.72	638,755	3,586	3,013	573	4.72
El Paso	616,029	1,446	1,106	340	1.80	612,374	1,455	1,129	326	1.84	618,812	1,459	1,117	342	1.81
Seattle	585,118	1,775	1,273	502	2.18	598,077	1,825	1,318	507	2.20	602,531	1,857	1,351	506	2.24
Denver	573,387	1,917	1,561	356	2.72	592,881	1,791	1,541	250	2.60	604,680	1,757	1,510	247	2.50
Milwaukee	572,938	2,649	1,936	713	3.38	602,131	2,710	2,016	694	3.35	604,673	2,403	1,921	482	3.18
Nashville	564,169	1,568	1,250	318	2.22	602,181	1,555	1,230	325	2.04	610,176	1,753	1,433	320	2.35
Oklahoma City	542,199	1,270	1,023	247	1.89	552,452	1,301	1,043	258	1.89	556,939	1,297	1,048	249	1.88
Tucson	523,299	1,452	1,056	396	2.02	528,917	1,406	1,037	369	1.96	547,981	1,365	1,012	353	1.85
Albuquerque	513,124	1,384	986	398	1.92	527,464	1,488	1,029	459	1.95	530,636	1,473	1,087	386	2.05
Atlanta	497,290	2,177	1,701	476	3.42	533,016	1,963	1,619	344	3.04	552,901	1,881	1,506	375	2.72
AVERAGE	1,265,528	5,055	3,661	1,394	2.53	1,290,357	4,933	3,703	1,231	2.50	1,307,826	5,038	3,718	1,320	2.48

Source: Federal Bureau of Investigation "Crime in the United States" reports, Police Employee Data Tables.

2011-2012 PROPOSED BUDGET
RESPONSE TO REQUEST FOR INFORMATION

DEPARTMENT: Police

REQUEST NO.: 75

REQUESTED BY: Tovo

DATE REQUESTED: 8/24/11

REQUEST: The FY 2011-12 Proposed Budget includes an increase for the annualized costs of 21 sworn police positions, including adding promotional rank. Please provide a detailed break out of the rank and planned assignments for the 21 positions.

RESPONSE:

The FY 2011-12 Proposed Budget includes an increase for the annualized costs to upgrade 21 sworn police positions in order to close span of control issues and to provide additional detective staff for investigative purposes. The rank and planned assignments for these positions is reflected below:
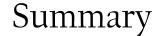
- 1 Lieutenant – for one of the new Patrol Regions

- 6 Sergeants – to be used in Parks, Lakes, Patrol Support, Sex Crimes, Burglary, and Community Outreach

- 14 Corporal/Detectives – 2 for Highway Enforcement and 12 for Investigations, including:
    - 3 to Violent Crimes (Child Abuse, Missing Persons, Sex Crimes)
    - 2 to Property Crimes (Centralized Burglary Unit)
    - 1 to Organized Crime (Firearms)
    - 2 to Highway Enforcement (Vehicular Homicide)
    - 4 to Patrol Support Detectives (1 detective will go to each region)

Agreements:

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Actions:

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Next Steps:

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Council committee structures

Summary
Background
Notes

TOPIC: Council committee structures.
COUNCIL SPONSOR: Chris Riley
ALLOTED TIME: Time permitting

ISSUES/QUESTIONS FOR DISCUSSION:

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INTRODUCTION

There are currently six committees of Council:

1. Audit and Finance Committee
2. Comprehensive Planning and Transportation Committee
3. Emerging Technology and Telecommunications Committee
4. Judicial Committee
5. Minority-owned and Women-owned Business Enterprises and Small Business Council Committee
6. Public Health and Human Services Committee

The background information section contains a summary of each committee including the date established, the council ordinance or resolution, current chair and members, and frequency of meetings.

These six committees have existed for the past 10 years, with some slight variations on names and purpose. Since 2000, the only committee that has been eliminated is the Legislative Committee, whose purpose since the 1950's was to respond to municipal related bills at the Texas Legislature.

Audit and Finance Committee

Purpose:

(1)   *review each board's internal review report that is required by Section* 2-1-46 *(Annual Internal Review and Review Report);*

(2)   *make recommendations to the council on the continued need for and role of each board;*

(3)   *review and approve or disapprove a board's requested amendment to the City's standard board bylaws;*

(4)   *receive notice of a board's failure to convene for a period of six months and make a recommendation to council on the continued existence or dissolution of the board;*

(5)   *make recommendations to council on other issues related to City-related boards; and*

(6)   *direct the city auditor to annually assess the risks related to boards utilizing available information about board actions and recommend boards for performance audits.*

(B)   *The committee may review a board audited by the city auditor.*

(source: City Code 2-1-8)

Date of Creation: *11/14/1985 (Ordinance No. 19851114-L)*

Chair: *Mayor Pro Tem Cole*

Members: Mayor *Pro Tem Cole, Council Members Morrison, Spelman, and Tovo*

Meeting Frequency: *Fourth Wednesday of the month*

Comprehensive Planning and Transportation Committee

Purpose: *In addition to the responsibilities of the Land Use and Transportation Committee, the Comprehensive Planning and Transportation Committee is charged with providing a resource for the Planning Commission, consultants, and Austin residents regarding their ongoing work drafting recommendations for the new comprehensive plan for the City of Austin.*

(source: Resolution No. 20090723-099)

Date of Creation: *7/23/2009 renamed from Land Use and Transportation Committee and added duties LUTC created 6/23/2005*

Chair: *Mayor Pro Tem Cole*

Members: Mayor *Pro Tem Cole, Council Members Morrison and Riley*

Meeting Frequency: *First Monday of the month*

Emerging Technology and Telecommunications Committee

Purpose: *Review all telecommunications infrastructure issues, and the regulation of all franchises and licenses granted by the City to provide telecommunications services.*

(source: Resolution No. 19940428-043)

Date of Creation: *4/28/1994 (as Council Committee for Telecommunications Infrastructure)*

Chair: *Council Member Morrison*

Members: *Council Members Morrison, Riley and Spelman*
Meeting Frequency: *Various Wednesdays*

Judicial Committee

Purpose: *The judicial committee is a standing committee of three members of the City Council that provides continuing oversight and direction to the presiding judge and to the clerk of the municipal court. The mayor is a permanent member of the committee and serves as chair. The other two members of the committee are appointed by the City Council.*
(source: Ordinance No. 20011206-051)
Date of Creation: *12/6/2001*
Chair: *Mayor Leffingwell*
Members: Mayor *Leffingwell, Council Members Spelman and Martinez*
Meeting Frequency: *Various Wednesdays*

Minority-owned and Women-owned Business Enterprises and Small Business Council Committee

Purpose: *That the City Council hereby designates a Subcommittee of three members of the City Council to be called the Affirmative Action/Minority and Women Subcontracting Subcommittee. The duties of the Subcommittee are to review issues concerning the employment of minorities and women in the City work force, to review statistics provided by the staff, to hold public hearings and to perform other related functions, and to develop recommendations for City Council regarding future goals in affirmative action and in hiring of minority and women subcontractors.*
(source: Resolution 19911205-055)
Date of Creation: *12/05/1991*
Chair: *Council Member Martinez*
Members: *Mayor Pro Tem Cole, Council Members Martinez and Tovo*
Meeting Frequency: *Second Tuesday of the month*

Public Health and Human Services Committee

Purpose: *A Council Healthcare Issues Subcommittee is established.*
(source: Resolution No. 20020711-087)
Date of Creation: *7/11/2002*
Chair: *Council Member Martinez*
Members: *Council Members Martinez, Morrison and Riley*
Meeting Frequency: *Third Tuesday of the month*

PAST COMMITTEES OF COUNCIL

2012
- Audit and Finance Committee
- Comprehensive Planning and Transportation Committee
- Emerging Technology and Telecommunications Committee
- Judicial Committee
- Minority-Owned and Women-Owned Business Enterprises and Small Business Council Committee
- Public Health and Human Services Committee

2011
- Audit and Finance Committee
- Committee for Emerging Technology and Telecommunications
- Judicial Committee
- Comprehensive Planning and Transportation Committee
- Minority-Owned and Women-Owned Business Enterprise and Small Business Council Committee
- Public Health and Human Services Committee

2009
- Audit and Finance Committee
- Committee for Emerging Technology and Telecommunications
- Judicial Committee
- Comprehensive Planning Committee
- Minority-Owned and Women-Owned Business Enterprise and Small Business Council Committee
- Public Health and Human Services Committee

2008
- Audit and Finance Committee
- Committee for Emerging Technology and Telecommunications
- Judicial Committee
- Land Use and Transportation Committee
- Minority-Owned and Women-Owned Business Enterprise and Small Business Council Subcommittee
- Public Health and Human Services Subcommittee

2006
- Council Audit and Finance Subcommittee
- Judicial Committee
- Land Use and Transportation Subcommittee
- Minority-Owned Business Enterprise and Women-Owned Business Enterprise Subcommittee
- Public Health and Human Services Subcommittee

2005
- Council Audit and Finance Committee

PAST COMMITTEES OF COUNCIL

- Council Committee for Emerging Technology and Telecommunications Infrastructure
- Judicial Committee
- Land Use and Transportation Committee
- Legislative Committee
- Minority-Owned Business Enterprise and Women-Owned Business Enterprise Subcommittee

2004

- Healthcare Issues
- Audit and Finance Committee
- Legislative Subcommittee
- Council Judicial Subcommittee
- Minority-Owned Business Enterprise and Women-Owned Business Enterprise
- Telecommunications Infrastructure

2003

- Healthcare Issues
- Audit and Finance Committee
- Legislative Subcommittee
- Council Judicial Subcommittee
- Minority-Owned Business Enterprise and Women-Owned Business Enterprise
- Telecommunications Infrastructure

2002

- Healthcare Issues
- Audit and Finance
- Minority-Owned Business Enterprise and Women-Owned Business Enterprise
- Telecommunications Infrastructure

Agreements:

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Actions:

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Next Steps:

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